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Functional Series 100:    Organizational and Executive Management
ADS Chapter 101 - Agency Programs and Functions

101.1      Authority

1.    The Foreign Assistance Act of 1961, as amended (22 USC   Sec. 2151, et seq.).
2.    Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public law 105-277, 112 Stat. 2681-761 et seq., October 21, 1998.
3.    Executive Order 12163, "Administration of Foreign Assistance and Related Functions," as amended March 31, 1999.
4.    State Department Delegation of Authority No. 145, as amended.
5.    Reorganization Plan and Report submitted pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contain in Public Law 105-277.

101.2      Objective

To identify the authorities from which USAID programs operate and to provide policy regarding the Agency's programs, functions, and methods of operation.

101.3      Responsibility **(See also ADS 103 for specific delegations of authority)**

1.    Administrator (A/AID)

a.    Formulates and executes U.S. foreign economic and development assistance policies and programs, in accordance with authorities listed at 101.1, and subject to the foreign policy guidance of the President, the Secretary of State, and the National Security Council.

b.    Under the direct authority and foreign policy guidance of the Secretary of State, serves as a principal advisor to the President and the Secretary of State regarding international development matters.

c.    Administers appropriations made available under the Foreign Assistance Act of 1961, as amended.

d.    Supervises and directs overall Agency activities in the U.S. and abroad.

2.    Assistant Administrators (AAs)

Administer programs within delegated authorities and in accordance with policies and standards established by the Administrator.

3.    Director, Office of Equal Opportunity Programs (EOP)

Serves as the Agency's Equal Employment Opportunity Officer and

advises on all aspects of equal opportunity. Formulates policy and supervises the administration of equal opportunity programs and activities to assess the effectiveness of Agency implementation efforts.

4.      General Counsel (GC)

Serves as the Agency's Chief Legal Officer, providing legal advice, counsel, and services, and ensures that USAID programs are administered in accordance with legislative authorities.

5.      Inspector General (**OIG**)

Serves as the principal advisor regarding matters affecting the integrity of Agency operations.

6.      Director, Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)

Serves as the principal Agency advisor regarding U.S. small and disadvantaged enterprises utilization in USAID-financed development assistance activities and programs.

7.      Director, Office of Security (SEC)

Serves as the Agency's Senior Security Official and advises on all aspects of security. Formulates policy and administers the USAID security program.

101.4      Definitions **(See GLOSSARY)**

Customer
Participation
Partner
Partnership
Sustainable development

101.5      POLICY

The statements contained within the .5 section of this ADS chapter are the official Agency policies and corresponding essential procedures.

101.5.1      AGENCY CREATION AND AUTHORITY

The Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277, abolished IDCA and established the U.S. Agency for International Development as an executive agency effective April 1, 1999. The President delegated to the Secretary of State in Executive Order 12163 authority for foreign assistance programs authorized in the Foreign Assistance Act. The Secretary delegated to the Administrator of USAID authority for USAID programs in State Department Delegation of Authority No. 145, as amended March 31, 1999.

E101.5.1    Agency Creation and Authority - N/A

101.5.1a    OFFICE OF THE ADMINISTRATOR (A/AID)

Shall provide overall direction to the Agency in its administration of the U.S. foreign economic assistance programs and the appropriations made available for such purposes under the Foreign Assistance Act of 1961, as amended.

E101.5.1a    Office of the Administrator (A/AID)

Provides overall direction to the Agency in its administration of the U.S. foreign economic assistance programs and the appropriations made available for such purposes under the Foreign Assistance Act of 1961, as amended.

101.5.1b    OFFICE OF THE EXECUTIVE SECRETARIAT (ES)

1)    Shall facilitate and expedite the decision-making process for USAID.  ES serves as a channel of communication between the Office of the Administrator and Agency senior staff and serves as the Administrator's mechanism for ensuring proper coordination on matters raised for decision or other action.  ES is the primary communicator of the Administrator's decisions, views, and management style.

2)    Shall provide staff assistance to ensure that the Administrator receives information and recommendations needed to make informed and timely decisions on Agency policy, programs, and management; to defend those decisions in Executive Branch, congressional, and public fora; and to respond to inquiries from the Congress and the public regarding Agency policies, programs, and management of U.S. Government funds.

3)    Shall manage the USAID duty system for ensuring round-the- clock response to emergencies and urgent requirements.

4)    Shall serve as the designated USAID official authorized to accept service of notice in legal actions against USAID or any USAID officer serving in an official capacity.

E101.5.1b    Office of the Executive Secretariat (ES)

1)    Serves as the focal point for matters requiring consideration, resolution or decision at the Administrator's level.

2)    Reviews Agency-prepared documents going to the Administrator and Deputy Administrator, ensuring that the information supplied is sufficient for decision-making or briefing purposes, that the views of concerned Bureaus and Offices have been incorporated and that the documents are appropriately structured.  ES serves as the official channel for the transmission of documents, including information and recommendations from USAID to the White House, the National Security

Council, the Department of State (DOS), and other government departments and agencies.

3)	Identifies matters or problems that require the attention of the Administrator or Deputy Administrator and alerts them accordingly.  ES also initiates action to resolve issues at the Bureau/Office level and raises irreconcilable issues to the Administrator or Deputy Administrator for a decision.

4)	Coordinates preparation for official travel and foreign visits by the Administrator and Deputy Administrator.

5)	The Correspondence Analysis and Control Team serves as the Agency's executive communications center for the receipt, control, review, and dispatch of all written communications to and from the Administrator and other senior staff.  This team also maintains systems for tracking and follow-through on action assignments and for identifying, locating, and retrieving the Agency's executive communications; develops Agency standards and instructions governing the preparation and handling of executive communications; and serves as the Agency's Top Secret document control point.

6)	The Secretariat Support Team provides assistance and support to A/AID, other elements of ES and the Agency; communicates and confirms assignments or actions personally directed by the Administrator or Deputy Administrator; reviews and edits reports to the White House, Congress, the Office of Management and Budget (OMB), and Department of State (DOS) when prepared for the Administrator's or other designated Agency officials' signature; manages the duty officer system for continuous coverage of the Agency; provides administrative, management, budget/financial, and automated information systems support services for A/AID and ES; and provides chauffeur and messenger services.

101.5.1c	OFFICE OF SECURITY (SEC)

1)	The Director of Security shall provide centralized security support to the Agency and shall, with the exception of unclassified automated systems security, supervise, direct and control all security activities relating to the programs and operations of USAID.

2)	Shall advise the Administrator and USAID senior staff on all security matters.

3)	Shall develop and publish security policy for USAID in accordance with Public Law, Executive Order, appropriate Department of State regulations and the direction of the Administrator of USAID.

4)	Shall administer a program of centralized security support to USAID operations worldwide, which includes Overseas and Domestic Physical Security, National Security (classified) Information and Personnel Security. SEC serves as a key participant in the defense of the Agency's security

resource requests before the Office of Management and Budget (OMB) and the Congress.

5)      Shall insure that appropriate liaison with the Department of State Bureau of Intelligence, Bureau of Research and Bureau of Diplomatic Security is conducted on a daily basis.

E101.5.1c    Office of Security (SEC)

1)      Office of the Director (SEC/OD)

a.      Serves as the USAID focal point on security matters when dealing with heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal government, including the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented, investigative services for USAID.

b.      Serves as the Senior Agency official responsible for implementation of Executive Orders 12968 – Access to Classified Information, 12958 – Classified National Security Information, and 12829 – National Industrial Security Program and serves as Chairman of the Security Clearance Review Panel.

2)      Personnel, Information and Domestic Security Division (SEC/PIDS)

a.      Develops policies, criteria, and procedures for USAID regarding the scope and conduct of personnel security investigations as prescribed by applicable statutes and regulations. SEC/PIDS conducts, controls, and directs worldwide personnel security investigations, periodic reinvestigations, and evaluations of the suitability, integrity, and loyalty of USAID and OPIC employees, prospective employees, contractors and their employees.  This division also investigates complaints of personal misconduct of significance to the continuation of employment and retention of security clearances.

b.      Provides counterintelligence support services including briefings, debriefings, coordination of Technical Surveillance Countermeasures (TSCM) requirements at USAID facilities, and investigations involving USAID direct-hire employees and USAID contractors and their employees.

c.      Provides the Deputy Assistant Administrator, Office of Human Resources (M/HR), who has primary responsibility for decisions as to appropriate actions in suitability cases, with information on significant suitability and employability factors developed during investigations. Provides the Office of the Director of Security (SEC/OD) with significant security issues, which are developed during investigations, and makes appropriate recommendations.

d.      Develops and maintains effective liaison with counterpart officers in the U.S. Office of Personnel Management, the Federal Bureau of Investigation, the Department of State's Bureau of Diplomatic Security and other appropriate Government agencies.

e.      Develops policies, criteria and procedures for USAID governing the preparation, handling, and protection of classified national security information as prescribed by statute, Executive Orders, other regulations, and/or USAID policy.  SEC/PIDS arranges for appropriate security coverage for USAID classified conferences within the United States.  The division also conducts all operations of the Agency's Classified Document Center (CDC).

f.      Satisfies all reporting responsibilities to the Information Security Oversight Office (ISOO) under the appropriate Executive Order.  In this connection, SEC/PIDS develops and implements the USAID inspection program to detect and report security classification abuses.  SEC/PIDS administers the USAID security violation program.

g.      Administers the USAID identification card program. SEC/PIDS also coordinates with the Department of State's Bureau of Diplomatic Security concerning matters involving USAID employee access to the Department of State and develops and conducts security orientation training for USAID.

h.      Administers the USAID Domestic Physical Security Program. SEC/PIDS develops policies, criteria, and procedures for USAID regarding the protection of classified material from compromise, and the provision of physical security safeguards in USAID/Washington for information, personnel, and facilities.  In conjunction with the General Services Administration, SEC/PIDS manages the guard program in USAID-controlled buildings in USAID/Washington.

3)      Physical Security Programs Division (SEC/PSP)

a.      Manages the USAID overseas physical security program. SEC/PSP also exercises primary responsibility within USAID for the design, installation, and oversight of security systems to counter terrorist attacks and other acts of violence against USAID facilities and personnel.  The Division administers an emergency, voice-radio communications program to support USAID operations overseas. SEC/PSP manages an armored vehicle program to support USAID operations at specified posts with sustained terrorism threats; and maintains the SEC logistics and repair facility in the U.S. to support USAID physical security, communications, and armored vehicle projects.  SEC/PSP develops USAID policy promulgating physical security standards in accordance with the Omnibus Anti-terrorism and Diplomatic Security Act of 1986; and provides USAID with guidelines to implement an effective USAID security program with emphasis on the protection of personnel,

office facilities, employee residences, and the employment of appropriate countermeasures to mitigate vulnerabilities.

b.      Conducts security inspections of USAID facilities overseas to insure compliance with Overseas Security Policy Board standards and joint foreign affairs security regulations.  In concert with USAID officials, initiates appropriate action to correct cited deficiencies.  Conducts quality assurance evaluations of USAID security systems overseas to insure they are functioning as designed.

c.      Arranges for appropriate security coverage for USAID conferences overseas and arranges and/or provides appropriate security for the Administrator's travel.

d.      As dictated by local threat conditions, debriefs USAID personnel returning from overseas regarding security aspects of their assignment.

e.      Develops and conducts security awareness training for USAID employees in all matters pertaining to the protection of personnel, facilities, and classified national security information.  SEC/PSP coordinates special briefing requirements with other U.S. agencies and departments for USAID personnel destined for overseas assignments.

f.      Develops and maintains liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support Agency decisions regarding overseas activities.  The Division also conducts appropriate briefings for Agency personnel to support decision-making.

101.5.1d      BUREAU FOR MANAGEMENT (M)

The Assistant Administrator for Management (AA/M) shall provide centralized program and management support services for the Agency.

E101.5.1d      Bureau for Management (M)

1)      Office of the Assistant Administrator (AA/M)

a.      Serves as the Agency's principal advisor on matters relating to management and administration.  AA/M also houses an Assistant Administrator and a Deputy Administrator who oversee and provide general policy and direction to subordinate Management Bureau offices.

b.      Administers a program of centralized support to Agency operations worldwide that include personnel management, budget, accounting and finance, management control and audit coordination, administrative services, procurement policy and operations, information resources management, and overseas support.  AA/M allocates resources among the various components

of the Agency and serves as a key participant in the defense of the Agency's resource requests before the Office of Management and Budget (OMB) and the Congress.

c.      Ensures the integrity of administrative, financial, and information resources management operations, and oversees the designated Chief Information Officer (CIO), the Chief Financial Officer (CFO), and the Procurement Executive.

*       **2)      Office of the Procurement Executive (M/PE)**

*       **a.      Manages and directs the Agency's Acquisition and Assistance (A&A) system including implementation of the unique procurement policies, regulations, and standards of the Agency.**

*       **b.      Certifies to the Administrator, through AA/M, that the USAID A&A system meets approved criteria; makes recommendations with regard to the implementation and improvement of the A&A system.**

*       **c.      Coordinates Agency A&A training programs, oversees the Agency A&A Ombudsman function and leads outreach activities.**

**3**)      Office of Management Planning and Innovation (M/MPI)

a.      Office of the Director (M/MPI/OD)

1.      Establishes general policy guidance for overall management planning and analysis, management controls, and audit management and resolution.

2.      Oversees the institutionalization of Agency management improvement and reform programs.

b.      Management Innovation and Control Division (M/MPI/MIC)

1.      Manages the implementation of the Federal Managers Financial Integrity Act (FMFIA); coordinates the Agency's system for ongoing evaluations; and reports on the adequacy of systems of internal accounting and administrative control.

2.      Manages the Audit Management and Resolution System and provides substantive direction to Bureaus and Offices responding to audit recommendations.  M/MPI/MIC also develops and maintains Agency policy and essential procedures for implementation and follow-up to audit recommendations; and develops and maintains management information systems to track the resolution of audit findings, assesses the adequacy of mission audit

management and resolution systems, and verifies that audit resolution actions have the intended effect.

3.      Provides staff support to the Management Control and Review Committee, including formulation of agendas, preparation of discussion papers, and related support activities.

4.      Conducts studies of internal control and vulnerability issues.

5.      Ensures that follow-up action is taken regarding recommendations generated from reports, assessments, studies, commissions, etc.

6.      Provides staff support to the mission closeout coordinator.

c.      Management Consulting Division (M/MPI/MC)

1.      Designs and conducts comprehensive management studies of USAID organizations and functions.

2.      Coordinates and ensures that changes resulting from the National Performance Review (NPR) and Agency reforms are properly institutionalized within the Agency's organizational structure, systems, and policies and essential procedures.

3.      Provides management and problem solving assistance.

4.      Serves as the focal point for theories, principles, and techniques of management analysis; including Total Quality Management (TQM), Re-Engineering, Business Area Analysis (BAA), Value Analysis/Value Engineering, and so forth.  M/MPI/MC ensures that these concepts are appropriately applied within USAID, and conducts analyses based on their premises.

5.      Manages a cadre of management consulting contracts that employ individuals with expertise in organizational and procedural analysis and related management specialties.

6.      Ensures that Federal advisory committees sponsored by the Agency are currently and accurately chartered and are in compliance with the Federal Advisory Committee Act of 1972, P.L. 92-463.

7.     Maintains an early warning system aimed at identifying real or potential management problems and assists organizational units in correcting identified problems.

**4**)     Administrative Management Staff (M/AMS)

a.     Provides administrative and management advice and assistance to the Management Bureau regarding organizational structure, position, and personnel management, office systems and automation, and administrative support services.  M/AMS facilitates implementation of actions.

b.     Prepares the Bureau's annual budget submission to include implementing the decisions of the AA/M on allocation of resources; authorizing obligating documents; and tracking and monitoring obligations, expenditures and Full Time Equivalencies (FTE) utilization within the Bureau.

c.     Serves as the focal point for audit tracking and follow-up within the Bureau and serves as the Bureau diversity coordinator.

**5**)     Office of Budget (M/B)

a.     Office of the Director (M/B/OD)

Establishes general policy guidance for overall program and support budget planning, formulation, analysis, and execution; and represents the Agency regarding the shared budgetary responsibilities between the Department of State (DOS) and the USAID Office of the Inspector General (OIG).

b.     Program Analysis Division (M/B/PA)

1.     Serves as a primary source of information and analysis for senior management on program issues.  M/B/PA analyzes program budget requests of field Missions and operating Bureaus, identifying the major resource issues and options.  The Division also formulates recommendations regarding program budget levels and composition by monitoring the implementation of Bureau activities.

2.     Participates in Bureau strategy and portfolio reviews for bilateral and central programs and ensures that results of reviews are reflected in budget allocations; and coordinates the M/B role in the review and analysis of proposed development strategies, action plans, program budgets, and pipelines, making recommendations for deobligations.

3.     Oversees reviews and consolidation of budget justifications for Bureau programs, including portions of the Congressional Presentation.

c.      Resource Analysis Division (M/B/RA)

1.      Establishes and maintains systems and processes for the preparation, justification, implementation, monitoring, and reporting of USAID's program budget, and for planning and carrying out detailed analyses of program budget data. M/B/RA develops data requirements, instructions, and formats for the presentation of operating unit budget requests and subsequent Bureau budget submissions for program resources.  The Division also coordinates preparation of the program budget components of the Agency's annual budget submission to OMB.

2.      Prepares the program account portions of the President's Budget and the USAID Congressional Presentation and briefing materials to be used by senior Agency officials testifying before Congress.  The Division follows up on questions raised by members of Congress; manages the implementation of the USAID program budget, including compliance with congressional directives; and coordinates the apportionment process.

d.      Support Budget Division (M/B/SB)

1.      Responsible for the formulation, justification, monitoring, and reporting of USAID's OE and administrative budgets, as well as the Agency workforce budget.

2.      Develops data requirements, instructions, and format for the presentation of operating unit budget requests and subsequent Bureau budget submissions for support resources.  M/B/SB coordinates preparation of the support component of the Agency's annual budget submission to OMB.

3.      Prepares the OE portions of the President's Budget and the USAID Congressional Presentation as well as briefing materials to be used by senior Agency officials testifying before Congress.  In addition, the Division briefs congressional staff on these accounts.

4.      Monitors the implementation of the USAID support budget including compliance with congressional directives. M/B/SB coordinates the apportionment and allocation of support budget reserves and represents the Agency on the Interagency FAAS Working Group.  M/B/SB provides advice and assistance on matters relating to National Security Decision Directive Number 38 (NSDD-38) policies and procedures for control of official U.S. Government presence overseas and submits annual reports on NSDD-38 approved staffing levels.

**6**) Office of Procurement (M/OP)

a. Office of the Director (M/OP/OD)

1. Manages and directs the Agency's commodity, commodity transportation, and contract programs. Recruits, trains and assigns Contracting Officers and Commodity Management Officers. M/OP/OD also houses the Agency Competition Advocate with responsibility for promoting full and open competition in Agency procurement actions.

2. Houses a special projects unit that plans, coordinates and develops comprehensive operating policies and essential procedures and management systems to improve the efficiency and quality of the USAID procurement system; provides a liaison point between the Agency and external grantees, contractors, and PVOs to address procurement-related concerns; undertakes special automation projects; and collects Agency contracts data and submits required reports.

3. Houses the Contract Information Management System Staff (M/OP/CIMS), which establishes and maintains the Agency's contract management information system.

b. Contract Divisions: Contract Division A (M/OP/A), Contract Division B (M/OP/B), and Contract Division **E&E** (M/OP/**E&E**)

Provides services related to contracts, grants, and participating agency agreements.

1. Contract Division A (M/OP/A) includes the Health, Resource and Nutrition Branch (M/OP/A/HRN); the FHA, ADM, and OIT Branch (M/OP/A/FAO); the Africa, OFDA and TDP Branch (M/OP/A/AOT); and the Procurement Branch (M/OP/A/P).

2. Contract Division B (M/OP/B) includes the LAC and Agriculture Branch (M/OP/B/LA); the PRE, Centers and Energy Branch (M/OP/B/PCE); the Asia, Economic and Policy Branch (M/OP/B/AEP); the HR, Near East and Education Branch (M/OP/B/HNE); and the Simplified Acquisition Staff (M/OP/B/SAS).

3. Contract Division **E&E (M/OP/E&E)** includes the Democracy and Governance Branch (M/OP/**E&E**/DG); the Privatization and Economic Restructuring Branch (M/OP/**E&E**/PER); and the Environment, Energy and Urban Development Branch (M/OP/**E&E**/EEUD).

c. Transportation and Commodity Division (M/OP/TC)

Serves as the principal backstop for all issues related to transportation and commodity management.

1. Transportation Branch (M/OP/TC/TRANS)

Responsible for administering, developing, and monitoring the policies, regulations, and statutes governing the transportation of commodities financed by USAID and those financed under Title II and Title III P.L. 480; and administers compliance with the shipping provisions of the Foreign Assistance Act and the requirements of the Cargo Preference Act.

2. Commodity Branch (M/OP/TC/COM)

Provides guidance and assistance in the development and implementation of Commodity Import Programs and procurement of project commodities; administers policies and develops standards and essential procedures affecting procurement of USAID-financed commodities, including commodity eligibility and suitability; and monitors commodity programs and commodity-related services transactions financed by USAID to ensure compliance with statutory, regulatory, and contractual requirements and that they are consistent with the terms of loan and grant agreements.

d. Procurement Support Division (M/OP/PS)

Promulgates and implements policies and essential procedures in the areas of contractor/grantee financial audits, audit resolution, indirect cost and rate agreements, provision of excess government property to PVOs, contract closeouts, contractor/grantee novation and name changes.

1. Overhead, Special Costs, and Closeout Branch (M/OP/PS/OCC)

Establishes indirect cost rates for USAID-financed contracts, grants, and related agreements; and manages the automated systems pertaining to Negotiated Indirect Cost Rate Agreements and contractor indirect cost rate proposals.

2. Support Services Branch (M/OP/PS/SUP)

Manages and operates the Audit Tracking System; serves as the focal point for Commerce Business Daily notices; and operates and maintains the M/OP Audit Resolution Status System.

3. Contract Audit Management Branch (M/OP/PS/CAM)

Identifies financial audit requirements for Agency contractors and grantees and arranges for and monitors the performance of required audits.

e.    Policy Division (M/OP/POL)

Reviews and interprets the Federal Acquisition Regulations (FAR); and develops and issues the USAID Acquisition Regulations (AIDAR), setting forth policy standards, guidelines, essential procedures and instructions regarding USAID contracts. M/OP/POL develops policy and provides advice and assistance on matters concerning contracting for personal services.

f.    Evaluation Division (M/OP/E)

Conducts evaluations of worldwide procurement and assistance operations as required to support the Procurement Executive's periodic certification of the Agency's procurement system. M/OP/E evaluates contracting requirements of USAID overseas organizations and recommends delegations of authority. The Division also reviews direct and host-country contracts as well as grants and cooperative agreements for conformance with established acquisition and assistance policies and essential procedures. M/OP/E administers the Procurement Management Certification Program and formulates policy on contractor/grantee and marine insurance matters.

**7**)    Office of Human Resources (M/HR)

a.    Office of the Director (M/HR/OD)

Houses the principal advisor for human resources and executive level positions and plans, develops, and manages the administration of human resources for the Agency. M/HR/OD evaluates the efficiency and effectiveness of internal operations and Agency personnel operations and systems and explores ways to improve efficiency and effectiveness. M/HR/OD develops and directs the Agency's general human resources support services budget, including training and training related travel. M/HR/OD prepares budgetary documentation, contract and related actions necessary to ensure program success. M/HR/OD also provides leadership and general direction to the component units of M/HR.

b.    Policy, Planning and Information Management Division (M/HR/PPIM)

Provides leadership and direction in defining and managing the USAID workforce planning process, provides oversight in the use of Agency human resources and manages and maintains the Agency's human resources database.

1.    Policy and Planning Branch (M/HR/PPIM/PP)

**(a)** Provides personnel policy leadership and direction for all categories of direct hire staff: Civil Service (CS), Foreign Service (FS), and Foreign Service Nationals (FSN). The Policy and Planning Branch also oversees the formulation of personnel policy, including interagency regulations and procedural issuances.

**(b)** Serves as the principal advisor on the development and interpretation of policy, legislative proposals, statutes and regulatory issuances affecting the personnel management systems of USAID.

**(c)** Coordinates the preparation of narrative personnel material and data for use in congressional presentations, reports to Congress, and by USAID witnesses before congressional committees. This Branch also coordinates all USAID notices and directives issued by M/HR.

**(d)** Prepares M/HR inputs for reports to GAO and the Office of the Inspector General (**OIG**).

**(e)** Formulates and recommends USAID policy regarding both Foreign Service National (FSN) and Third Country National (TCN) Direct Hire or Personal Service Contract (PSC) employees.

**(f)** Serves as liaison on human resources concerns and represents the Agency on a variety of interagency task forces, working, and advisory groups and boards, including at State Department and various U.S. OPM Interagency groups and committees.

**(g)** Coordinates the development and evaluation of all HR policies and regulations.

**(h)** Monitors workforce data and total Agency staff, providing periodic reports and projections on the Agency human resource configuration, providing specialized reports as required.

**(i)** Develops workforce planning models to assist Agency management in decision making.

**(j)** Directs the Agency's organization management program. M/HR/PPIM/PP ensures currency of policy and essential procedures regarding organization and management and receives and approves organizational changes.

2.      Information Management Branch (M/HR/PPIM/IM)

**(**a**)**      Manages and operates personnel management information systems and the automated processes for personnel programs and reviews and evaluates the automated personnel systems within M/HR and the operation of those systems as they relate to personnel processes.

**(**b**)**      Develops reports, statistical indices, projections, and analyses of various aspects of personnel management operations.  This Branch conducts periodic reviews of automated personnel systems for conformance with legal and regulatory requirements.

**(**c**)**      Prepares and publishes strength data personnel information required by external organizations, such as U.S. OPM, OMB, GAO, and Congressional committees, and for internal Agency use.

**(**d**)**      Develops and maintains surveillance over automated HR systems and essential procedures and coordinates with other units such as M/FM and M/IRM on matters involving the automated data portion of the personnel systems and its interface with the automated payroll and accounting systems.

**(**e**)**      Plans and manages the HR LAN system and E-mail and Internet communications systems, establishing policies and essential procedures on use and access and designs special applications for these systems.

**(**f**)**      Proposes and conducts training for users and develops a strategy for continued improvement of HR internal automated processes.

**(**g**)**      Manages and operates the Agency-wide personnel communications systems, including distribution of Agency-wide notices, Internet, E-mail, and other interactive communications technologies.

**(**h**)**      Manages the communications system for HR and ensures the widest possible dissemination of information to the Agency workforce.

c.      Executive Management Staff (M/HR/EM)

1.      Coordinates, develops, and manages the executive personnel management program for Presidential, Schedule C, Administratively Determined (AD), Career and Non-career Senior Executive Service (SES), and Foreign Service (FS) assigned to Senior Management Group (SMG) positions. M/HR/EM identifies and places officers selected to fill executive-level positions.

2.      Provides an executive-level career counseling service.

3.      Supports the SMG Executive Personnel Assignment Panel; convenes and provides staff support to the annual Senior Management Review Board; and provides advisory and technical services and staff support to the USAID Executive Resources Board (ERB).

d.      Labor and Employee Relations and Performance Management Division (M/HR/LERPM)

Provides leadership and direction for Labor and Employee Relations matters as well as Performance Management and Incentive Awards matters.  M/HR/LERPM provides general oversight for all grievances, adverse actions, conduct, and performance-based actions. M/HR/LERPM provides general oversight to the Selection, Tenure and Performance Standards Boards in the Foreign Service and the Senior Executive Service (SES) Performance Review Board as well as the Awards function. The Division also coordinates the work of the Division for effective operations.

Labor and Employee Relations responsibilities:

1.      Administers provisions of Title VII of the Civil Service Reform Act of 1978; exercises responsibility for collective bargaining with labor organizations representing USAID employees; maintenance and administration of the labor relations process; and implementation of agreements.  Labor and Employee Relations also supports Partnership activities in accordance with Executive Order 12871, dated October 1, 1993.

2.      Administers and leads the USAID employee relations program on matters resulting from formal investigations conducted by **OIG**.  In coordination with the Learning Support Division, Labor and Employee Relations develops and provides training related to labor relations and employee relations responsibilities.

3.      Administers negotiated grievance procedures and serves as the point of contact for all grievance-related material. Labor and Employee Relations represents USAID

in grievance appeals before third parties and resolves issues/complaints in response to union inquiries; and renders final Agency decisions on grievances in accordance with the Administrative Grievance Procedure and prepares Agency-level decisions.

4.      Represents USAID in negotiating cases involving unfair labor practices, unit determination, and representation issues; negotiates impasses before the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, and the Foreign Service Impasse Disputes Panel.

Performance Management and Awards administers the performance evaluation and awards programs for Foreign Service, Senior Foreign Service, Civil Service, Senior Executive Service, Administrative Determined, and Schedule C employees. Performance Management and Awards administers tenuring, commissioning, and SFS entry selection processes for the Foreign Service; manages the Selection Board process; and provides technical guidance to the Selection, Tenure and Performance Standards Boards and to the Senior Executive Service.

e.      Personnel Operations Division (M/HR/POD)

Provides leadership and direction in the effective utilization of FS, CS, and FSN personnel worldwide and places emphasis on sustaining a competent core workforce through career management and assignment of employees consistent with the long range staffing and workforce requirements of USAID. M/HR/POD is responsible for personnel management programs related to staffing and career development of CS and FS personnel. The Division provides oversight for position classification, position management, and recruitment, which includes professional entry programs for CS and FS personnel, Youth Opportunity, COOP, and summer-hire programs.  The Division also provides oversight for the administration of benefits and medical programs, retirement systems, and the Thrift Savings Plan (TSP).  Manages the USAID Personnel Records Center.  M/HR/POD provides clinical counseling to employees and their families and advice to Agency management in situations relevant to morale and crisis issues.

1.      Human Resource Support Teams

*      Provide "one-stop" access for client Bureaus on personnel operations support.  Human Resource Support Teams provide the full range of advisory and operational services to these Bureaus on issues such as: classification and position management, recruitment, merit promotion, staffing, assignments counseling, career transition support, and on special programs such as the **New Entry Professionals** and

Presidential Management Interns (**NEP** and PMI)**,** and individual student programs.

2.      Human Resource Subject-Matter Teams

Coordinate specific subject matter issues relating to policy application and provide consistency across HR Support Teams.  Subject matter includes but is not limited to recruitment, merit promotion, staffing, classification, performance/career counseling, employee benefits and services, retirement, Foreign Service nationals, and placement/assignments**.** The Human Resource Subject-Matter Teams develop standards and essential procedures for subject matter and coordinate new policy with HR/PPIM**;** and serve as the first review level on intra-team appeals and reconsiderations.

f.      Learning Support Division (M/HR/LS)

Provides overall direction and leadership for employee learning programs.  M/HR/LS coordinates the formulation of policies and regulations governing employee learning and ensures consistency of application.  M/HR/LS provides employee learning programs and activities for US direct hire and FSN employees, and programs that concentrate on enhancing and strengthening the knowledge and skills of new employees.  M/HR/LS provides learning programs to outside learning institutions, manages the USAID long and short-term technical programs, and operates the Learning Support Library.

**8**)      Office of Financial Management (M/FM)

a.      Office of the Controller (M/FM/CONT)

Houses the Chief Financial Officer (CFO) and the Agency Controller (who serves as Deputy Chief Financial Officer), responsible for reviewing and approving financial reports and statements prepared by Agency components for transmittal to the Administrator, OMB, the President, the Congress, or external groups.

b.      Policy, Planning and Compliance Division (M/FM/PPC)

1.      Formulates and implements financial management policies and systems in response to changes, formal comments, and recommendations regarding USAID financial management policies, including Inspector General (**OIG**) and Government Accounting Office (GAO) reports.

2.      Monitors pending legislation to evaluate its impact on USAID financial management operations and recommends appropriate actions.

3.    Prepares the Annual Joint Financial Improvement Report and is responsible for developing and implementing a control assessment program.

c.    Financial Systems Division (M/FM/FS)

Manages the development and implementation of USAID's Worldwide Accounting and Control System (AWACS).  M/FM/FS continually analyzes work processes and data requirements and provides continuing support for the Mission Accounting and Control System (MACS), including the conversion of MACS to a UNIX platform and eventual integration into AWACS.

d.    Central Accounting and Reporting Division (M/FM/CAR)

1.    Administers the financial control and reporting, at the appropriation and account level, of all foreign assistance funds appropriated for Agency program activities and operating expenses.  These funds include U.S. dollar and foreign currency appropriations as well as special deposit, trust fund, and miscellaneous receipt accounts, Treasury suspense accounts, and funds appropriated to other government agencies serviced by USAID.

2.    Manages the Agency's automated on-line systems for administrative control of funds, as well as the Standard General Ledger and Accounts Receivable.  M/FM/CAR controls the Cash Journal, the pipeline information system, the Country Financial Reporting System, the Buy American Reporting System, the foreign currency system, and the Source Supplier Commodity tracking system.

3.    Consolidates financial information from overseas accounting stations, performs summary accounting functions for the Agency, reconciles all cash accounts with the Department of Treasury, and provides reporting to Treasury as required.  M/FM/CAR designates Agency cashiers and certifying officers worldwide.  This Division also provides collection and disbursing services for the Agency through the USAID/W cashier and authorizes the write-off of uncollectible claims within the dollar authorities of the Agency.

4.    The Division includes the Asset Management/ Mission Reporting Team (M/FM/CAR/AMMR) and the Funds Control/General Ledger Team (M/FM/CAR/FCGL).

e.    Accounting Division (M/FM/A)

1.    Establishes financial policies and internal accounting controls and provides financial management advice for assigned portfolios and functions.

2.    Functions as the accounting station for all USAID/W allowed grant project and non-project assistance activities as well as for Disaster Assistance funds, P.L. 480 Transportation funds, Trust Funds, and Trade and Development Agency (TDA) funds.

3.    Issues and manages Bank Letters of Commitment.

4.    Maintains official accounting records, monitors and exercises financial control, and establishes operational financial policies for OE funds (except payroll accounts) allotted to USAID and TDA.

5.    The Division includes the Project and Non-Project Accounting Team (M/FM/A/PNP) and the Operating Expense Team (M/FM/A/OE).

f.    Cash Management and Payment Division (M/FM/CMP)

1.    Maintains the official record of incoming invoices/bills/vouchers and obligations and monitors and obtains administrative approval for headquarters vouchers to ensure delivery of goods and/or services. This Division controls and monitors the production of the Agency's Washington-to-Mission Advice-of-Charge reports and detail listings; processes requests for stop-payment actions through the Department of Treasury; and provides continuous monitoring and management of cash resources flowing to grantees through cash advances, reimbursements, interagency billings, and Letters of Credit.

2.    Ensures that U.S. Treasury funds drawn by or disbursed to contractors, other government agencies, and grantees are the minimum necessary to cover current operational costs and demands; issues bills for collection, records refunds, processes adjustments, and administers related follow-up actions.

3.    Provides financial accounting for contracts, grants, interagency agreements, and other miscellaneous documents as required.

4.    The Division includes the Reimbursable Payments Team (M/FM/CMP/RP) and the Grants and Interagency Billings Team (M/FM/CMP/GIB).

g.    Loan Management Division (M/FM/LM)

1.      Administers the accounting and reporting activities for the direct loan program and the controller function for the Housing Guaranty Program and the Micro and Small Enterprise Development direct loan and guaranty programs in conformance with the Credit Reform Act of 1990 (P.L. 101-508).  M/FM/LM directs the collection and debt rescheduling efforts for all public and private-sector loans.

2.      Monitors conformance to Section 620(q) of the Foreign Assistance Act of 1961, as amended, and the Brooke-Alexander provisions of the Foreign Operations, Export Financing and Related Programs Appropriations Acts and advises missions regarding violations of these provisions.

h.      Payroll Division (M/FM/P)

Manages payroll for all USAID direct hires; provides technical guidance regarding payroll matters involving regulatory or statutory requirements; maintains official payroll records; and administers the New American Payroll System (NAPS) and the Labor Cost System.

**9**)      Office of Administrative Services (M/AS)

a.      Office of the Director (M/AS/OD)

Establishes policies, standards, and guidelines for administrative and logistical support services worldwide and oversees the development and provision of such services.  M/AS/OD serves as the Agency's environmental executive in promotion of an affirmative program for use of environmentally-sound, energy efficient products; serves as the Agency's Freedom of Information and Privacy Officers in accordance with the Federal Privacy Act; and conducts long-term planning for Agency facilities and other logistic and administrative support requirements.  M/AS/OD administers the occupational safety, environmental health, emergency preparedness, recycling, parking, metrication, and ridesharing programs.  This Office also develops and directs the Agency's general administrative support services budget; prepares budgetary documentation, contract, and related actions necessary to ensure program success; and provides leadership and general direction to the component units of M/AS.

b.      Overseas Management Support Division (M/AS/OMS)

1.      Establishes standards, policies, and essential procedures for overseas Mission operations and utilization of overseas administrative resources; provides guidance and support for all administrative management personnel overseas; and advises and counsels Missions on the establishment and implementation of enhanced administrative systems.

2**.**    Represents the Agency at the Interagency Working Group, International Cooperative Administrative Support Services (ICASS), fielding a senior manager to the ICASS Service Center to ensure equity in financial and administrative dealings with State, Commerce, and other agencies participating in ICASS.  M/AS/OMS also represents the Agency as a member of the Washington Interagency Housing Board.

3**.**    Formulates policies on the technical qualifications, recruitment, performance, training, and retention of all executive officer (EXO) personnel.  The Division recommends assignment of EXOs and arranges for coverage of gaps in EXO positions with temporary personnel.

4**.**    Provides assistance to geographic Bureaus in opening or closing overseas Missions.

5**.**    Evaluates Mission administrative and logistics services through periodic on-site reviews.

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6**.**    Conducts orientation and training for newly-appointed general services officers (GSOs), EXOs, and Backstop 03 **new entry professionals (NEPs).**

7**.**    Manages overseas non-expendable property and administers the Agency's overseas real property program (FAA 636c) and the revolving fund.  M/AS/OMS advises the Agency Occupational Safety and Health Official and Emergency Preparedness Official in the development of policies and programs in the Agency's occupational safety and employee environmental health and wellness programs; and assists the Officials in the administration of these programs.  The Division serves as the Agency Energy Office, providing technical guidance and monitoring compliance with government policy.

c.    Consolidation, Property and Services Division (M/AS/CP**D**)

Provides project coordination for construction, space management, and relocation/consolidation activities, to include the physical moving of property and personnel. M/AS/CPS manages real property and the acquisition, control, and distribution of personal and non-expendable property; negotiates with private sector organizations and/or the General Services Administration (GSA) on acquisition and leasing arrangements for USAID/W real property; and advises the senior property official in the development of policies and programs in the property management sector.  The Division provides services for mail distribution, the diplomatic pouch, printing, graphics, and the dissemination of classified

documents.  M/AS/CPS operates the USAID/W motor pool; develops and implements the USAID/W copy management system and program; and establishes artistic standards for exhibits, publications, and graphic services, and controls Agency exhibits.

d.	Travel and Transportation Division (M/AS/TT)

Manages Agency travel and the transportation of personal and household effects.  M/AS/TT provides customer services for travel authorizations, visas, passports, and personal property claims; maintains the Travel Management Center and coordinates the payment system for Government Travel Services; and assists in the shipment of remains of employees or dependents who die while overseas or in travel status.

e.	Information and Records Division (M/AS/IRD)

Provides support services for records management, records declassification, micrographic, reports management, and directives. M/AS/IRD develops, promotes, and conducts training in correspondence and records management. M/AS/IRD directs and coordinates the Freedom of Information Act (FOIA), the Federal Privacy Act, and Executive Order 12356 regarding the declassification of USAID classified information.

**10**)	Office of Information Resources Management (M/IRM)

a.	Office of the Director (M/IRM/OD)

Houses responsibility for IRM strategic planning; budget requirements; policy development and promulgation; and program review for programs containing IRM activities.  M/IRM/OD exercises responsibility for the coordination, development, management, and oversight of activities required to carry out IRM functions.

b.	Planning, Management and Acquisition Division (M/IRM/PMA)

> 1.	Performs duties in support of the Chief Information Officer (CIO), Deputy CIO, and M/IRM/OD; oversees preparation and implementation of the Agency's Strategic IRM Plan; manages the capital investment review process; information technology (IT) project performance measurement; and core competence compliance.

> 2.	Exercises responsibility for the planning, development, control, and expenditure of the IRM budget. M/IRM/PMA oversees the preparation and implementation of the Agency's five-year IRM strategic plan; coordinates periodic evaluations and audits of products, services, and projects; and manages the review of requirements for IRM services and support.

3. Coordinates the acquisition of Federal Information Processing (FIP) resources with the Office of Procurement (M/OP) and the Office of Administrative Services (M/AS) and maintains inventories of IRM resources.

4. Provides core contract management and general policy coordination related to computer accessibility for disabled employees.

c. Information Policy and Administration Division (M/IRM/IPA)

1. Formulates strategic and tactical information technology policies and plans for the Agency's automated information activities. The Division coordinates the integration of information and technical architectures in support of USAID's plan to move toward an integrated approach to information management.

2. Manages the data administration program that includes data standards and essential procedures and the high-level data model. M/IRM/IPA plans, develops, coordinates, and oversees implementation of the automated information system security program.

d. Consulting and Information Services Division (M/IRM/CIS)

1. Provides information management (IM) consulting services and integrates IM with information technology (IT) at the Agency, organizational, and individual levels. M/IRM/CIS provides assistance in business analysis consulting and end-user application requirements definition; and supports the IT components of Agency field projects in all aspects related to IT transfer.

2. Provides data services to end-users on Internet. The Division also designs and implements end-user computing solutions and provides the services of programmers, analysts, and other information professionals.

e. Telecommunications and Computer Operations Division (M/IRM/TCO)

1. Manages voice communications operations for USAID/W and information technology activities supporting USAID/W at the desk-top level. This Division develops, implements, and supports connectivity between Missions and USAID/W; manages the local area networks (LANs) and electronic mail (E-mail) services; and provides engineering support for global wide area network infrastructure and connectivity with external services such as Internet.

2.      Coordinates, plans, and budgets for implementation of wide area network security and for research and development of new information technology products and services.

f.      Systems Development and Maintenance Division (M/IRM/SDM)

Directs the development and maintenance of corporate information systems; designs, develops, programs, and implements automated information management systems; and manages, designs, and maintains the Agency's database software.

101.5.1e      BUREAU FOR POLICY AND PROGRAM COORDINATION (PPC)

1)      Shall function as the Agency's central unit for policy formulation, cross-sectoral integration, and program coordination in the key sustainable development sectors and humanitarian relief; shall lead Agency-wide policy formulation on research, participation, and training; and ensures that activities in these cross-cutting areas are coordinated and consistent with approved strategic priorities, implementation guidelines, and resource allocation decisions of the Agency.

2)      Shall lead Agency efforts in managing for results: defines and enforces USAID's program and research priorities; tracks results; ensures that budget allocations and program content reflect Administration priorities, Agency policies, and program performance; and houses the Agency's independent evaluation, performance measurement, and development information functions.

3)      Shall lead USAID's interactions with key development partners and advances U.S. government development assistance objectives in the sustainable development areas, humanitarian response, and research through such interactions.

E101.5.1e      Bureau for Policy and Program Coordination (PPC)

1)      Office of the Assistant Administrator (AA/PPC)

*      Directs and supervises Bureau activities; provides overall policy guidance and oversight for activities within PPC's areas of responsibility; and houses the Agency's Chief Economist.

2)      Administrative Management Staff (PPC/AMS)

Advises the Bureau on management priorities and provides consultation, advice, administrative and logistical support, and related services. The staff reviews Bureau internal operations; provides financial planning and allotment of administrative funds; keeps central working personnel files; maintains employment ceilings; and coordinates the timely preparation of employee work plans, performance reviews and evaluations. The staff also provides travel and procurement services.

\*          3)      Office of **Policy Development and Coordination (PPC/PDC)**

\*          **The Office assists the Administrator and senior Agency management in the development of policies affecting all aspects of the USAID program. The Office plays a key role in helping the Administrator, Deputy Administrator, AA/PPC, and senior management set new strategic priorities, formulate long-term goals and objectives, and align Agency procedures, policies and programs to achieve those objectives. It is the primary Agency office responsible for identifying key policy issues, assessing their significance for current and future Agency programs, providing balanced, high quality and in-depth analysis of their dimensions, formulating policy options, and making policy recommendations. The Office demonstrates leadership in providing a broad perspective on the Agency's programs, integrating sectoral approaches, and developing innovative conceptual frameworks. It ensures that the Agency's core mission of sustainable development is the common and coherent framework as explicated in the Agency Strategic Plan. The staff provide policy leadership, analysis, and expertise in the major areas of Agency responsibility including, but not limited to, economic growth, international trade and market development, poverty reduction, disaster mitigation, agricultural development and natural resource management, environment and global climate change, democracy and good governance, human capacity development, humanitarian assistance, health and family planning, demining and other defense-related policies, as well as essential development approaches (research, information technology, partnerships) that ensure that USAID remains a premier bilateral development agency.**

4)      Office of Program Coordination (PPC/PC)

Ensures that USAID programs are advancing Agency policy objectives and represent an appropriate balance among Agency priorities. PPC/PC plays a central oversight and coordinating role in moving the Agency to manage for results and ensures cross-sectoral integration at the geographic and central Bureau levels. Through its network of Bureau coordinators, PPC/PC monitors program performance and results. The Office coordinates PPC's review of strategic plans and annual action plans for all operating units and, in collaboration with M/B, makes resource allocation recommendations. PPC/PC ensures that strategic plans for all sustainable development countries, and those of the Global and BHR Bureaus, reflect the Administration's priorities and contain realistic and measurable progress indicators. PPC/PC ensures that a consistent set of policies and essential procedures for planning and implementing assistance programs and evaluating results are in place to guide operating units. The Office works closely with the M Bureau to ensure that the Agency's management policy supports the development agenda and sectoral policy priorities of the Agency. The Office also analyzes and reports to the Administrator on the alignment between overall resource allocations at the country, regional, and sectoral levels, taking into account Agency policies and Congressional mandates.

5)     Office of Development Partners (PPC/DP)

Plays a key role in influencing the policy agenda and programs of the U. S. government's development partners in ways that promote the efficient use of scarce development resources. PPC/DP exercises responsibility for advancing USAID's strategic objectives in achieving sustainable development; coordinates donor programs in humanitarian response and post-crisis transition; and promotes a more active involvement by multilateral institutions in social development. PPC/DP influences development partners to manage for results and emphasizes the importance to development of promoting cross-sectoral integration in program and policy formulation. The Office coordinates international and regional meetings with development partners; coordinates the Agency's programs with those of other bilateral donors and the Development Assistance Committee (DAC); and focuses on making USAID's outreach to PVOs and NGOs more proactive. PPC/DP also oversees the work of USAID's representatives in Paris, Japan, Geneva, Brussels, the Executive Director's Office at the World Bank, and the United Nations in New York.

\*     **6**)     Center for Development Information and Evaluation (PPC/CDIE)

Supports PPC's efforts in leading the Agency to manage for results by designing USAID's program performance measurement systems at the operating unit and Agency levels; sharing responsibility for undertaking Agency-wide performance measurement analysis and reporting; conducting Agency-wide evaluations of program and operations performance issues; and synthesizing and disseminating lessons learned in a timely manner to benefit policy making, resource allocation, and program planning and implementation. CDIE promotes a cross-sectoral perspective in strategic planning and creates and maintains USAID's "institutional memory" of development documents.

     a.     Program and Operations Assessment Division (PPC/CDIE/POA)

     Administers an evaluations program using a wide range of methods, including field-based assessments of programs and operational systems, desk studies, syntheses of evaluations conducted by Bureaus and Missions, development experience, workshops, and contracted research.

     b.     Performance Measurement and Evaluation Division (PPC/CDIE/PME)

     Provides leadership in the use of strategic planning, performance measurement, and evaluation to manage for results. PPC/CDIE/PME strengthens and sustains USAID capabilities to obtain and use performance and evaluation information.

     c.     Development Information and Outreach Division (PPC/CDIE/DI**O**)

Preserves and promotes knowledge of USAID performance and experience in the planning, implementation and evaluation of development projects worldwide; provides research and reference services to USAID and the development community; promotes the use of development experience information resources in developing countries; and aims to strengthen USAID programs through use of others' experience.

101.5.1f     BUREAU FOR GLOBAL PROGRAMS, FIELD SUPPORT AND RESEARCH (G)

1)     Shall function as the Agency's repository of scientific and technical expertise.  G designs and implements projects to address global problems; provides technical leadership and support to Agency components; and sponsors research to understand, support, and promote sustainable development.

2)     Shall provide scientific and technical leadership through five technical centers, i.e., democracy and governance; environment; population, health and nutrition; human capacity development; and economic growth.

3)     Shall conceptualize, design, manage, and evaluate global research activities and make recommendations to the Agency Research Council on research activities generated elsewhere in the Agency, and provides technical oversight and quality control over the Agency-wide research portfolio.

4)     Shall provide professional management for the technical cadre of the Agency to include the recruitment, training, assignment, and career development of technical officers.

E101.5.1f     Bureau for Global Programs, Field Support and Research (G)

1)     Office of the Assistant Administrator (AA/G)

a.     Provides oversight and liaison for external affairs, legislative relations, field support, and document quality control and research management.  AA/G manages customer service for the Bureau and supervises the five Deputy Assistant Administrators (DAAs) who head up the technical centers.

b.     Serves as principal advisor on broad technical and operational matters relating to global issues.

c.     Provides a central Agency focus for the design, implementation, review, coordination, and evaluation of global science and technology initiatives, programs, projects and grants and ensures that Bureau activities complement and support the goals and on-going work of the Agency.

d.      Ensures the quality and capacity of the Agency's technical workforce, making sure that technical experts are involved during development, implementation, and evaluation of Agency policy and program guidance.

e.      Maintains an inventory of global research activities and provides support to the Agency's Research Council.

f.      Directs and supervises the Bureau, approving projects and programs, and allocating resources among centers and offices.

2)      Administrative Management Staff (G/AMS)

Serves as special advisor to the Bureau in personnel, administration, and management; coordinates with the centers and M/HR on the assignment, promotion, training, career development, and performance evaluation of technical employees worldwide; manages the Bureau OE budget and FTE allocations; provides oversight for administrative services including travel, space planning, administrative procurement, office supplies/equipment; and provides coordination and oversight for Bureau personnel services including incentive awards, performance evaluation systems, equal employment opportunity, security, and employee counseling.

3)      Office of Program Development and Strategic Planning (G/PDSP)

a.      Serves as the staff office for strategic, programmatic and oversight matters.  G/PDSP provides advice and support for overall strategic direction; ensures program integration; oversees the introduction of reengineering concepts throughout the Bureau; and works with centers to monitor progress toward Bureau and Agency strategic objectives.

b.      Establishes mechanisms for assessing the efficiency and responsiveness of Bureau programs and programming mechanisms and introduces innovations designed to improve value for money.

c.      Prepares the Bureau's budget submission, Congressional Presentation, and Operational Year Budget (OYB).

d.      Coordinates the review and approval of new assistance descriptions and substantive amendments and clears notifications to Congress.

e.      Maintains systems to support the centers in preparing their annual implementation plans, reserves funds for Project Implementation Orders (PIOs), clears waivers, and monitors the voucher approval process.

f.      Coordinates the Bureau's portfolio review and internal control assessment processes.

4)    Office of Women in Development (G/WID)

a.    Guides USAID in the integration of women into development efforts, identifying human constraints to achievement of strategic objectives, and suggesting ways to further USAID's goals through broader participation of women in the development process.

b.    Serves as both an advocacy and demand-driven service office, providing technical leadership, advice, and support in program and policy matters pertaining to women in development and gender issues.

c.    Manages, designs, and implements projects that address global and interregional issues or problems pertaining to education, training, and the role of women in development which may not yet be reflected in regional or country strategies.

d.    Assumes major responsibility for technical coordination with bilateral and multilateral donor/lending agencies in WID matters.

e.    Formulates USAID's WID research agenda.

f.    Oversees professional development, technical upgrading, recruitment, and placement of technical WID personnel.

5)    Technical Centers

There are five technical centers, each headed by a DAA who provides intellectual leadership and strategic and programmatic direction and ensures appropriate levels of coordination and integration within and among the centers.  The DAAs represent the Agency on technical issues and are responsible for overseeing the technical quality of staff and programs.  In their respective technical areas, each center:

--    Provides technical leadership, advice and support;

--    Assists in the development, implementation, and evaluation of policies, strategies, and resource allocation priorities;

--    Monitors and advises regarding technical developments;

--    Develops and/or tests new technologies and approaches and when appropriate, introduces them to the field;

--    Develops impact indicators and establishes and maintains mechanisms for tracking and analyzing them;

--    Coordinates activities with other donors and organizations;

--    Manages global activities, including in countries with minimal or no USAID presence;

--    Designs, funds, and manages projects that constitute a comprehensive portfolio covering the research, evaluation, programmatic, and technical support requirements of the Agency;

--    Oversees the professional recruitment, training, assignment, and career management of Agency technical officers; and

--    Serves as a primary vehicle for field support.

a.    Center for Democracy and Governance (G/DG)

Maintains six teams; four technical teams corresponding to the four functional areas of emphasis -- elections and political process, rule of law, governance, and civil society -- a strategic planning team, and a program and information team.

1.    Program and Information Team

Coordinates the development and presentation of the Center's Democracy program; administers the budget; monitors the performance of the strategic objectives and operating plan; implements the communications plan; and oversees the Agency Democracy database.

2.    Strategic Planning Team

Provides technical assistance for field support; democracy programs in USAID/W and the field; assesses and evaluates programs and activities; identifies global research needs and lessons-learned in furthering the state-of-the-art knowledge; and backstops Mission democracy programs.

Four technical teams manage mechanisms for global field support, provide technical expertise and guidance to the field and USAID/W offices, and promote objectives.  These teams include:

(a)    Elections and Political Process Team

Responds to elections, political party development, voter education, civil education, political environment, and electoral commission support.

(b)    Rule of Law Team

Provides administration of justice programs, support for legislatures and constitutional bodies, protection of human rights, and legal aid clinics.

**(**c**)**    Governance Team

Responds to accountability of governments, decentralization, public administration and management, and public sector-private sector relations.

**(**d**)**    Civil Society Team

Provides civic participation, training, capacity building**,** and networking of NGOs media and public sector-private sector relations.

b.    Center for Economic Growth and Agricultural Development (G/EGAD**/DAA**)

Provides general strategic support and leadership in four programmatic areas:  micro-enterprise development; business development; agriculture and food security; and economic and institutional reform.  The center's field support function is carried out by regional coordinators within the Office of the Director.

1.    Credit and Investment Staff (G/EGAD/**DAA/**CI)

Manages the Agency's guarantee and loan program to encourage intermediary financial institutions to increase credit flows to micro and small businesses in USAID-assisted countries. G/EGAD/**DAA/**CI trains micro and small entrepreneurs in essential business and accounting practices to make them eligible for bank credit.  The Staff works to link commercial banks with non-profit organizations to increase capital available for micro and small businesses.

2.    Program Support Staff (G/EGAD/**DAA/**PS)

Maintains program management and personnel information systems. G/EGAD/**DAA/**PS supports center staff by designing projects, initiating/tracking funding documents, carrying out audits**,** and procuring contracts and grants. G/EGAD/**DAA/**PS assists with strategy development by translating strategies into workable programs, tracking performance**,** and managing funds.  The Staff assists with personnel actions and coordinates with G/AMS regarding administrative and personnel issues.

3.    Office of Micro-enterprise Development (G/EGAD/MD)

Designs and implements a three-part micro-enterprise innovation program and serves as the hub of the Agency's micro-enterprise initiatives.

4.      Office of Business Development (G/EGAD/BD)

Exercises responsibility for technical projects and activities that play an important role in developing markets and creating economic opportunity within developing countries and emerging democracies.  G/EGAD/BD serves as liaison for interagency trade development activities.

5.      Office of Agriculture and Food Security (G/EGAD/AFS)

Provides analytical, technical and program assistance for global and country-based agricultural programs in four focus areas:  improving productivity of basic food, feed, fiber, and fuel commodities through technology development and application; conserving renewable agriculture resources and enhancing their productivity; promoting commercial agriculture and trade for the creation of jobs, income and foreign exchange earnings with the LDCs; and improving agriculture policies for increasing production efficiency while conserving natural resources.

**(**a**)**     Sustainable Technology Division (G/EGAD/AFS/ST)

Generates technologies to increase the worldwide economic efficiency of food/feed/fiber/fuel production, conservation, marketing and distribution.  The Division plans, implements, manages, evaluates and provides technical guidance to bilateral and regional field research programs.

**(**b**)**     Food Policy Division (G/EGAD/AFS/FP)

Provides technical and scientific expertise to implement and conduct food and agriculture field programs and activities.  The Division plans, manages, implements and evaluates technical assistance and service projects/programs in food security and agriculture policy.

**(**c**)**     Agriculture Enterprise and Market Development Division (G/EGAD/AFS/AEMD)

Provides strategic and technical support to field programs in agribusiness, agriculture enterprise and agricultural trade and market development.  The

Division plans, manages, implements and evaluates technical assistance and service projects/programs in agricultural enterprise and trade development support.

6.      Office of Emerging Markets (G/EGAD/EM)

Provides analytical, technical and project assistance support for country-based programs in the areas of macro-economic and sectoral policy reform, financial sector development, political-economy constraints analyses, labor market linkages, legal and regulatory reform, and interdisciplinary institutional development.  The Office is responsible for coordinating the Agency's economic growth issues in emerging markets with other U.S. government and multilateral departments and agencies. G/EGAD/EM provides centralized analytical support, technical leadership and access to technical services for trade development issues, competition policies, the private delivery of public goods and services for trade development issues, competition policies, the private delivery of public goods and services and the development of sustainable, U.S. private sector linkages with emerging market economies.

c.      Center for Environment (G/ENV**/DAA**)

Serves as the focal point for USAID's environmental program and provides general strategic support and leadership in three broad programmatic areas:  environment and natural resources management; energy and environmental technology; and urban programs and shelter.

*                1.      **Engineering Staff (G/ENV/DAA/E)**

*                Houses the Engineering Staff (G/ENV/DAA/ENG), which provides value engineering and analysis assistance to USAID/W and overseas managers and support to regional Bureaus and overseas posts in the area of capital projects development, implementation and evaluation.

2.      Office of Environment and Urban Programs (G/ENV/UP)

Provides analytical, technical, and project assistance support for programs to reduce health threats from urban and industrial pollution and to assist in the development of urban environmental policies, institutions and infrastructure. G/ENV/UP provides support services for shelter; urban and environment credit programs; urban and municipal environmental management, services and infrastructure; and urban pollution prevention.  The Office facilitates access to technical expertise outside of USAID.  The Office also

includes field-based housing staff serving primarily within Regional Housing and Urban Development offices.

3.      Office of Environment and Natural Resources (G/ENV/ENR)

Provides analytical, technical, and project assistance support for programs in macro-environmental policy and program analysis; environmental quality management and pollution prevention programs; biodiversity; forestry management; watershed management; sustainable agriculture and coastal and water resources management; global climate change; and environmental sector training, communication and information.

4.      Office of Energy**,** Environment **and** Technology (G/ENV/EET)

Provides analytical, technical, and project assistance support for programs in industrial environmental policy and management, energy policy, energy efficiency, renewable energy, nuclear safety, environmentally sound energy development, and environmental technology.

d.      Center for Population, Health, and Nutrition (G/PHN**/DAA**)

Provides the technical leadership in population, health and nutrition necessary to assess and have an impact on the principal health and fertility problems that impede development, both globally and at the country level.

1.      Office of Field and Program Support (G/PHN/FPS)

Provides customer service and quality technical support and guidance in assessments, strategic planning, project design, and evaluations of population, health and nutrition projects. G/PHN/FPS manages financial and budgetary data**,** budgetary and programmatic analyses**,** program actions of the Center**,** reports to Congress**,** and required briefing materials.  The Office maintains program management and personnel information systems, and supports center staff in designing projects, tracking funding documents, carrying out audits**,** and procuring contracts and grants.  The Office also assists in personnel actions and coordinates with G/AMS regarding administrative and personnel issues.

2.      Office of Population (G/PHN/POP)

Provides leadership in population and family planning and related reproductive health services; manages a large portfolio of technical assistance and training and communications projects which support field programs;

procures contraceptives and HIV/AIDS condoms; provides a research program which addresses long-range needs and pertinent issues affecting the field; and provides scientific and technical input needed to ensure high quality standards of practice and implementation for USAID family planning programs.

**(**a**)** Family Planning Services Division (G/PHN/POP/FPS)

Formulates service strategies; designs and manages technical assistance projects; and serves as a technical resource.

**(**b**)** Communications, Management and Training Division (G/PHN/POP/CMT)

Develops systems for the delivery of information, education and communication; provides worldwide training and institutional development to support population and family planning programs.

**(**c**)** Contraceptive and Logistics Management Division (G/PHN/POP/CLM)

Procures contraceptives and HIV/AIDS condoms, ensures quality of the products, and manages distribution to the field. The Division estimates growth in contraceptive needs, identifies alternative sources of contraceptives**,** and works with other donors, host countries**,** and commercial vendors to expand their contributions to contraceptive supplies.

**(**d**)** Policy and Evaluation Division (G/PHN/POP/PE)

Provides analytical skills and support and manages a portfolio that supports demographic data collection and analysis, policy dialogue and action, and impact evaluation.

**(**e**)** Research Division (G/PHN/POP/R)

Provides scientific and technical support for development and introduction of new contraceptives and ensures high quality standards of practice and effective and innovative implementation of USAID family planning programs. The Division manages a portfolio of projects designed to meet mid to long-range research needs**,** answers research-related field implementation questions**,** and provides strategic

guidance for biotechnical and operations research programs.

3.  Office of Health and Nutrition (G/PHN/HN)

Provides leadership and technical field assistance in maternal and child health, nutrition, and the prevention and mitigation of HIV/AIDS and other infectious diseases. G/PHN/HN manages worldwide biomedical, operational, and policy research to develop and introduce appropriate technologies that improve the quality of health services to developing country populations.  The Office is responsible for evaluating, reporting, and tracking of USAID assisted health programs.

(a)   HIV/AIDS Division (G/PHN/HN/HIV/AI)

Exercises responsibility for the strategic development, program design, and biomedical and operational research in the prevention and mitigation of HIV/AIDS.  G/PHN/HN/HIV/AI provides technical guidance on research and field experience in HIV prevention and control of sexually transmitted diseases and tuberculosis as it relates to HIV.  The Division supports and works in partnership with the HIV Joint and Co-Sponsored Programme on HIV/AIDS (UNAIDS).

(b)   Child Survival Division (G/PHN/HN/CS)

Manages technical assistance and biomedical and operational research to prevent infant and child death due to major childhood diseases; and provides technical guidance on immunizable and diarrheal diseases, acute respiratory infections, micronutritional deficiencies, and related technology, including children's vaccines and program development.

(c)   Nutrition and Maternal Health Division (G/PHN/HN/NMH)

Provides technical guidance and strategic development in the development of maternal health, nutrition, and breastfeeding programs and private and public sector food programming; and manages operational research and field assistance programs aimed at reducing maternal mortality.

(d)   Policy and Sector Reform Division (G/PHN/HN/PSR)

Provides technical guidance and field assistance in the areas of health finance, private sector development, quality assurance, and pharmaceutical management; and manages related data collection and utilization activities.

**(**e) Environmental Health Division (G/PHN/HN/EH)

Provides technical guidance, program management and field assistance on infectious diseases and displaced children and orphans programs.

e. Center for Human Capacity Development (G/HCD)

Provides technical leadership in a wide range of human capacity building areas including literacy, basic education, child development, participatory development, development communications, higher education and technical training, and the application of science and technology to the problems of development.

1. Office of Higher Education and Training Systems (G/HCD/HETS)

Provides services to higher education community for developing linkages and networks for improving post-secondary education institutions. G/HCD/HETS provides technical leadership, research, and field support services in developing market driven programs on workforce education and training. The Office provides assistance in the design and evaluation of training.

2. Office of Basic Education and Learning Systems (G/HCD/BELS)

Provides technical leadership, research, and field support services in the areas of policy-planning, early childhood and family development, primary and secondary education, advanced learning technologies, teacher training, and integrated adult literacy. G/HCD/BELS provides assistance in the design and evaluation of basic education and learning systems and assists in integrated programming in civic, environmental, population, health, and nutrition education areas.

101.5.1g BUREAU FOR LEGISLATIVE AND PUBLIC AFFAIRS (LPA)

Shall serve as the central point of contact with the Congress, other agencies (on legislative matters), on all forms of media, the development community, and the American public regarding the Agency's international development programs and policies. LPA provides advice on the status and history of pending legislation, the concerns and views of members of

Congress, and shall devise and implement strategies to support the Agency's goals in Congress. LPA shall develop outreach programs to promote support and understanding of Agency programs among the media, the development community, and the public.

E101.5.1g    Bureau for Legislative and Public Affairs (LPA)

1)    Office of the Assistant Administrator (AA/LPA)

a.    Advises the Administrator and Senior Staff on presentation of Agency legislative programs to the Congress and serves as the principal advisor on information aspects of USAID policies, programs, and operations.

b.    Advises on matters relating to the Agency's responsibilities for the effective communication of the purpose and role of the U.S. economic assistance program and its place in international efforts to foster sustainable development, particularly with respect to their impact on public opinion in the U.S. and abroad.

c.    Reviews Agency responses to questions about USAID program presentation and legislation and ensures timely preparation of Agency reports required by statute, coordinating with other elements of the Executive Branch.

d.    Coordinates the Agency's liaison with members of Congress and with the key authorization oversight committees. AA/LPA manages the Bureau's congressional correspondence and its response to public inquiries on the Agency's legislation and programs. AA/LPA coordinates the transcripts and written responses to Congress for all Agency witnesses testifying before Congress.

e.    Develops appropriate opportunities and makes recommendations regarding requests for participation of the Administrator and Deputy Administrator in external programs and events.

f.    Coordinates internal interactive presentations, as well as other special events and communications.

2)    Congressional Liaison Division (LPA/CL)

Maintains continuous liaison with members of Congress, Congressional staff and committees to inform them about USAID programs and policies and to obtain their views on issues associated with USAID, which are then communicated to the Agency. As primary advisor regarding relations with the Congress on programs, policies, and issues, LPA/CL recommends response strategies; assists in the development of Bureau strategies with regard to relations with the Congress; and makes recommendations regarding the preparation of materials representing the Agency's position on issues before the Congress and Congressional meetings and

consultations as issues arise.  LPA/CL negotiates USAID legislative issues with members of Congress, their committees, and staff.

3)    Public Liaison Division (LPA/PL)

Develops and implements the Agency's outreach and liaison program with non-governmental organizations representative of the American people and maintains continuous contact with non-governmental organizations interested in U.S. foreign assistance.  LPA/PL develops recommendations to the Administrator and other senior officers regarding outreach activities with such organizations, working closely with Bureau schedulers in identifying possible speaking engagements.  The Division prepares speeches, talking points, and other written material for the Administrator and Deputy Administrator.  The Division also manages a Speaker's Bureau to increase opportunities for delivery of USAID's program messages and to create substantive fora for broad-based discussions regarding Agency initiatives and strategies.

*        **4**)    Multimedia Communications Division (LPA/MC)

Coordinates USAID-funded publications and videos, overseeing content and cost, and produces Agency videos for public education purposes, and photographs and other media as needed.  LPA/MC produces an internal monthly newsletter and periodicals for external audiences.  LPA/MC maintains a "library" of speeches, talking points, Q&As, and testimony by/for the Administrator and Deputy Administrator for use by Agency spokespersons and policymakers.

**5)**    Information Center (LPA/IC)

Coordinates and monitors U.S. public opinion of the Agency; responds to inquiries about the Agency's activities; prepares and distributes information on USAID to external customers; and conducts broad-based public information campaigns.

101.5.1h    OFFICE OF EQUAL OPPORTUNITY PROGRAMS (EOP)

Shall formulate policy and administer, monitor, and evaluate the implementation of laws, policies, regulations, and Executive Orders related to the provision of equal opportunity without regard to race, color, religion, national origin, physical or mental handicap, sex, or age.  EOP provides advice and assistance to employees and managers regarding the Agency's equal employment opportunity and affirmative action policy and programs.

E101.5.1h    Office of Equal Opportunity Programs (EOP)

1)    Conducts a continuing affirmative action program designed to promote equal opportunity in every aspect of Agency personnel policy and practice.

2)      Provides for counseling of aggrieved employees or applicants for employment who believe that they have been discriminated against.

3)      Provides for prompt, fair, and impartial consideration, investigation, and disposition of complaints involving issues of discrimination filed against the Agency.

4)      Ensures equal opportunity to compete in Agency programs involving recruitment, hiring, training, upward mobility, career counseling, equal pay, and promotion.  EOP monitors implementation of the special emphasis program; submits reports on affirmative action program plans and accomplishments; and coordinates the planning, development, submission, and issuance of Agency annual affirmative action program plans.  EOP also identifies barriers to goal achievements and develops viable solutions to impediments identified.

5)      Establishes and maintains a system which provides statistical employment information by race, national origin, sex, handicap, age, and veterans preference.

6)      Monitors Agency compliance with the following:

a.      Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, or national origin in Federally-assisted programs;

b.      Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination against qualified handicapped persons in any program or activity receiving or benefiting from Federal financial assistance;

c.      Title IX of the Education Amendments of 1972 (amending the Higher Education Act of 1965), which prohibits sex discrimination in education programs or activities that receive Federal financial assistance; and

d.      The Age Discrimination Act of 1975, which prohibits discrimination on the basis of age by recipients of Federal assistance.

101.5.1i      OFFICE OF GENERAL COUNSEL (GC)

Shall provide legal advice, counsel, and services to the Agency and its officials and ensure that USAID programs are administered in accordance with legislative authorities.

E101.5.1i      Office of General Counsel (GC)

1)      Office of the General Counsel (GC)

Serves as the Agency's chief legal officer.  GC advises the Administrator on Agency-wide policy matters and advises on legal matters arising in the

operation and administration of USAID programs, and on matters relating to legislation or proposed legislation affecting USAID.  GC provides advice and guidance on congressional investigations and determines what legal courses of action are appropriate for the Agency.  GC also maintains liaison with other Government organizations to provide advice or assistance in interpreting or applying the legal authorities of the Agency and represents USAID in connection with legal matters affecting it.

2)      Administrative Management Staff (GC/AMS)

Reviews internal office operations and provides management, administrative, and logistic support to all elements of GC.  GC/AMS manages the office's OE budget and FTEs and provides services for travel, space planning, administrative procurement, and reproduction and printing services.  The Staff develop recruitment requirements, recommend selections, and represent GC in the personnel decision-making process.  GC/AMS administers the automation program and develops and maintains the GC law library.

3)      Assistant General Counsel for Ethics and Administration (GC/EA)

Manages all aspects of USAID's ethics program and provides the full range of legal services to the Agency in the areas of personnel management; equal opportunity; freedom of information; privacy; other information management issues; and all aspects of administrative support. GC/EA serves as primary USAID contact with the Federal Register.

4)      Assistant General Counsel for Litigation and Enforcement (GC/LE)

Represents USAID in contract dispute cases appealed to the Armed Services Board of Contract Appeals and also assists the Department of Justice in USAID contract dispute cases and personnel cases which reach U.S. courts.  With respect to bid protest matters, GC/LE represents USAID before the Comptroller General of the United States and the General Services Board of Contract Appeals which arise out of IRM procurements. GC/LE also provides legal advice on the enforcement of all Agency claims against non-governmental entities, except for those claims arising from housing guarantee transactions; makes recommendations for referral of claims to the Department of Justice and assists in the civil litigation of such claims; participates in and defends USAID actions with respect to suspension and debarment matters; coordinates with the Department of Justice and Missions with respect to overseas adversarial proceedings initiated before foreign tribunals; and prepares or furnishes guidance and advice to USAID officials with respect to matters in litigation or potential litigation issues and the preparation of USAID decisions on bid protests.

5)      Assistant General Counsel for Legislation and Policy (GC/LP)

Drafts all proposals for foreign assistance legislation originating in USAID. GC/LP reviews and comments on legislation proposed by members of Congress and other agencies; obtains OMB approval on matters of Agency budget or policy, as necessary.  GC/LP provides advice to LPA on

matters relating to legislation and legislative strategy; to M/FM on fiscal and budgetary problems and matters pertaining to the implications of legislation on FM operations for issues involving appropriations accounts, apportionment of funds, and transfers and allocations of funds between accounts and agencies; and to PPC on activities relating to human rights.

6)      Assistant General Counsel for Humanitarian Response (GC/BHR)

Provides legal advice in the areas of Food for Peace, American Schools and Hospitals Abroad, and USAID's relationships with private voluntary organizations.  GC/BHR also advises the Office of Foreign Disaster Assistance, the Global Bureau Center for Population, and the Environmental Coordinator, and other Agency officials concerning environmental legislation and regulations.

7)      Assistant General Counsel for Global Bureau (GC/**G**)

Provides legal advice relating to the programs of the Global Bureau. GC/**G** provides legal interpretation of and assists in negotiating, drafting, and reviewing program and project implementation documents, including authorizations, agreements and contracts.  GC/**G** reviews Bureau activities with respect to U.S. legislation, U.S., international and foreign law issues, and applicable USAID policies and prepares legal opinions on questions arising from reviews.  GC/**G** also reviews Bureau working relationships with other U.S. Government agencies and international organizations involved in international economic relations.  GC/**G** recommends or advises on new legislation, Executive Orders, and regulations; provides legal advice on matters of agriculture, health, nutrition, education, rural development, urban development administration, and international training; and advises the Board for International Food and Agricultural Development (BIFAD).

8)      Assistant General Counsel for Contract and Commodity Management (GC/CCM)

Provides legal advice to the Agency Procurement Executive, M/OP, and other interested offices on all aspects of procurement of services, contracting, grant activities, commodity procurement, transportation, and maritime affairs.  GC/CCM provides legal advice on matters involving application of Federal laws and regulations to USAID-financed contractors and grantees in such areas as equal employment opportunity and wage and price controls.  GC/CCM consults with GC/LE and M/OP/POL concerning recommendations to the Procurement Executive for suspending or debarring suppliers, contractors, and grantees.  GC/CCM provides legal advice on claims arising from commodity-related transactions on transportation issues associated with P.L. 480; on excess property; and on "Cargo Preference", "Fly America", and similar legislation affecting commodity import programs.

*       9)      Assistant General Counsels for Africa (GC/AFR), Asia/Near East (GC/ANE), **Europe and Eurasia (GC/E&E)**, and Latin America and the Caribbean (GC/LAC)

Advise principal officers of the geographic Bureaus regarding the programs carried out by their respective Bureaus. These Assistant General Counsels assist in negotiating bilateral and multi-lateral agreements; assist in preparing implementation documents; and provide legal interpretation of such documents. The Assistant General Counsels review Bureau activities with respect to U.S. legislation; U.S., international, and foreign law issues; applicable USAID policies; and GAO and other audit reports; and prepare legal opinions on questions arising from reviews. The Assistant General Counsels review working relationships with other U.S. Government agencies and international institutions and prepare or advise on agreements reflecting those relationships. They render opinions and provide advice on a broad variety of agreements and questions under Public Law 480 programs and USAID-related military assistance and recommend or advise on new legislation, Executive Orders, and regulations. The Assistant General Counsels also advise on the legal implications of self-help, reform measures, and human rights positions undertaken by aid-recipient countries.

101.5.1j     OFFICE OF THE INSPECTOR GENERAL (**OIG**)

Shall review the integrity of Agency operations through audits, appraisals, investigations and inspections. **OIG** conducts and supervises audits and investigations of Agency programs and operations, and recommends policies designed to promote economy, efficiency and effectiveness, and to prevent and detect fraud and abuse. The Office is semi-autonomous, with its own budget and personnel authorities.

E101.5.1j     Office of the Inspector General (**OIG**)

Conducts and supervises audits and investigations which detect fraud, waste and abuse in USAID. Provides a means for keeping the Administrator and Congress fully and currently informed about problems and deficiencies relating to the administration of such activities and the necessity for and progress of correction action. The Office has three major elements: Audit, Investigations, and Legal Counsel and Management.

1)     Assistant Inspector General for Audit (**A**IG/A)

Provides leadership and coordinates all audit activities and operations in Washington and overseas. **A**IG/A recommends policies or activities designed to promote economy, efficiency, and to prevent and detect fraud and abuse in USAID programs and operations.

a.     Washington Audit Offices

1.     Headquarters Liaison and Coordination Division (OIG/A/**HLC**)

Ensures the implementation of, and compliance with, professional auditing standards and procedures. **OIG**/A/**HLC**

develops and coordinates all **OIG** operational oversight activities to ensure the proper implementation of the **OIG's** internal quality control system. The Division develops or coordinates development of all **OIG** audit policies and procedures. The Division develops and distributes the audit portion of the **OIG's** Integrated Annual Plan by coordinating input received from all **OIG** line audit offices. **OIG**/A/**HLC** serves as liaison between USAID/W and **OIG** overseas audit offices in monitoring and expediting the procedure for reaching acceptable audit recommendation management decisions. **OIG**/A/**HLC** reviews draft and final performance audit reports prepared by **OIG** overseas audit offices, which are to be issued by the **A**IG/A. The Division also prepares or coordinates preparation of the Inspector General's Semiannual Report to the Congress.

2.      Performance Audits Division (**OIG**/A/PA)

Develops and implements the **OIG's** performance audit program to ensure adequate audit coverage of USAID's systems, programs, projects, and other activities worldwide. **OIG**/A/PA ensures the implementation of, and compliance with, professional auditing standards and procedures and implements the **OIG's** internal quality control system in all **OIG**/A/PA operations. **OIG**/A/PA develops **OIG** audit policy and procedures for **OIG**/A/PA operations; develops an annual office plan for **OIG**/A/PA and submits it to the **A**IG/A; issues timely, quality audit reports to USAID management; and monitors and expedites closure of audit recommendations for **OIG**/A/PA.

3.      Financial Audits Division (**OIG**/A/FA)

Develops and implements the **OIG's** financial audit program to ensure adequate audit coverage of USAID's entities, contractors and grantees. **OIG**/A/FA ensures the implementation of, and compliance with, professional auditing standards and procedures. The Division implements the **OIG's** internal quality control system in all **OIG**/A/FA operations; develops **OIG** audit policy and procedures for **OIG**/A/FA operations; and develops an annual office plan for **OIG**/A/FA by coordinating input received from field offices and submitting the plan to the **A**IG/A. The Division issues timely, quality audit reports to USAID management; monitors and expedites closure of audit recommendations for **OIG**/A/FA; and ensures the quality of audits of U.S.-based for-profit USAID contractors and for audits performed by public accounting firms under the requirements of OMB Circular A-133. **OIG**/A/FA performs special follow-up audits of USAID grant fund recipients or sub-recipients; reviews and evaluates the policies, processes and operations of USAID's Office of Procurement which arranges for contract audits; and

selectively performs cost-incurred or other special purpose audits of USAID contractors. The Division also develops and implements a system for monitoring the quality of all audits of USAID contractors and grantees which are performed by external audit organizations.

4.      Information Technology and Special Audits Division (**OIG**/A/**ITSA**)

Defines and performs audits and analyses of 1) USAID's management accountability and control system (FMFIA process), 2) information technology issues (Clinger/Cohen and Computer Security Acts), and 3) special audits, which respond quickly to requests for analyses or allegations of mismanagement.  **OIG**/A/**ITSA** implements the **OIG's** internal quality control system in all **OIG**/A/**ITSA** operations; develops **OIG** audit policy and procedures for **OIG**/A/**ITSA** operations; and develops an annual office plan for **OIG**/A/**ITSA** for submission to the **A**IG/A.  The Division also issues timely, independent, and objective analyses (audit and memorandum reports) to USAID management.

b.      Overseas Audit Offices

Develop and implement the **OIG's** regional performance and financial audit programs to ensure adequate audit coverage of USAID's systems, programs, projects, and of USAID's contractors and grantees.  The Offices ensure the implementation of, and compliance with, professional auditing standards and procedures. The Offices implement the **OIG's** internal quality control system in all regional office operations.  The Offices provide suggested changes in the **OIG** overseas offices' policies and procedures to the **OIG's** Headquarters Liaison and Coordination Division (**OIG**/A/**HLC**). Overseas Audit Offices develop input to the regional office's annual audit plan and submits it to the **OIG**/A/**HLC** and **OIG**/A/FA.  The Offices submit timely, quality audit reports to USAID management on the results of audits and make recommendations to strengthen and increase the efficiency and effectiveness of Agency programs and systems, keeping Agency officials fully informed of fraud, waste and abuse affecting the administration of programs and operations detected during the course of audits.  The Offices monitor and expedite closure of audit recommendations for regional audits and develop and implement a quality assurance program of financial audits contracted for by USAID or its grant-funded recipients or sub-recipients.  They manage all technical and administrative operations of a regional office; provide appropriate support to USAID Missions and Embassies in maintaining the **OIG's** presence overseas; and serve as the **OIG's** regional liaison with USAID management, the Department of State, foreign government officials, private and public accounting firms, and Supreme Audit Institutions.

2)      Assistant Inspector General for Investigations (**A**IG/I)

Prevents and detects fraud and abuse in the programs and operations of USAID through the investigative activities assigned. **A**IG/I reports to, and coordinates with, the Attorney General on all matters involving the investigation and prosecution of suspected violations of federal criminal law. The Office coordinates with state, local and host government authorities on all matters involving the investigation and prosecution of suspected violations of state, local or host government law. **A**IG/I supervises the performance of investigative activities relating to USAID employees, programs, and operations. The Assistant Inspector General for Investigations advises, and serves as the representative of, the IG on all investigative matters and represents the IG in conferences with officials from the Department of Justice, other Federal agencies, and other groups with respect to investigative matters covered by the IG Act of 1978.

> a.      Domestic Division (**OIG**/I/DD)
>
> Manages the investigative program by assigning, directing, reviewing, scheduling and supervising difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. **OIG**/I/DD evaluates information reported through developed or reported leads to identify the issues involved and the types of evidence that are needed to prove or disprove an allegation. **OIG**/I/DD coordinates investigative and prosecutory activities with Federal, state and local agencies as necessary. The Division writes detailed reports of findings to be used in criminal, administrative or civil proceedings. The Division also develops policy and procedures for **A**IG/I divisional operation and prepares input for the annual **OIG** Investigative Plan.
>
> b.      Overseas Division (**OIG**/I/OD)
>
> Manages the investigative program by assigning, directing, reviewing, scheduling and supervising difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. **OIG**/I/OD evaluates information reported through developed or reported leads to identify the issues involved and the types of evidence that are needed to prove or disprove an allegation. **OIG**/I/OD coordinates investigative and prosecutory activities with Federal, state and local agencies as necessary. The Division writes detailed reports of findings to be used in criminal, administrative or civil proceedings. The Division also develops policy and procedures for **A**IG/I divisional operation and prepares input for the annual **OIG** Investigative Plan.

3)      Office of Legal Counsel and Management (**OIG**/LCM)

> a.      Legal Counsel (**OIG**/LC)
>
> Provides independent legal counsel and services to the Inspector General, Deputy Inspector General and all Offices within the **OIG**.

b.      Assistant Inspector General for Management (**OIG**/**AIG/**M)

Provides administrative services and support for all Audit and Investigative activities and operations in Washington and overseas. The Office of Management consists of three divisions: the Information Management Division (**OIG**/LCM/IM), the Personnel Services Division (**OIG**/LCM/PS) and the Budget and Acquisition Division (**OIG**/LCM/BA).  **OIG**/**AIG/**M oversees the administration of programs and formulation of plans, policies, standards and procedures in the areas of human resources management, information management, financial management, acquisition and procurement, publications and records management, administrative support, and property management within the **OIG**.

1.      Information Management Division (**OIG**/LCM/IM)

Oversees all information resource management activities of the **OIG**, including the maintenance of the **OIG** LAN, Internet connections and interfaces, computer equipment and software and automated systems development.

2.      Personnel Services Division (**OIG**/LCM/PS)

Oversees the development and implementation of all **OIG** personnel policies and procedures, including classification, recruitment, benefits, civil service merit promotion, foreign service tenuring and promotion, training, disciplinary actions, grievances (both civil service and foreign service) and retirement processing, including civil service, foreign service and law enforcement.

3.      Budget and Acquisition Division (**OIG**/LCM/BA)

Oversees the formulation of the **OIG** annual budget, the budget submission and justification, budget execution and budget status reporting.  **OIG**/LCM/BA ensures the compilation of financial data to enable performance measurement and management decision making.

101.5.1k      OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION/MINORITY RESOURCE CENTER (OSDBU/MRC)

Shall oversee the formulation, implementation, and administration of Agency programs and activities relating to the participation and utilization of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs.  OSDBU/MRC enhances the use of small and disadvantaged enterprises in USAID programs and activities.  The Office provides professional leadership and substantive advice to ensure that Agency use of these enterprises is accomplished effectively and complies with legislative provisions.

E101.5.1k    Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)

1)    Formulates USAID policies and develops systematic procedures designed to encourage effective participation of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs.

2)    Serves as the central point of contact and coordination for oral and written queries from businesses and institutions.

3)    Advises and counsels U.S. small and disadvantaged enterprises on those areas related to establishing and/or expanding their participation in USAID-financed development assistance activities and programs.

4)    Guides the Agency's approach to more effectively integrate U.S. small and disadvantaged enterprises into programming and procurement systems.  OSDBU/MRC also assists in the early identification of alternative methods of designing projects that will help create increased opportunities for involvement of these enterprises.

5)    Administers programs of the Minority Resource Center to:

a.    Establish, maintain and disseminate information to and for U.S. small disadvantaged enterprises regarding opportunities in USAID-financed development assistance programs;

b.    Design formal and informal systems to encourage, promote and assist U.S. small and disadvantaged enterprises to participate in USAID programs;

c.    Conduct market research, planning, economic and business analyses and feasibility studies to identify business opportunities;

d.    Enter into such contracts, cooperation agreements, or other transactions as may be necessary in the conduct of its function under Section 123 of Public Law 95-53;

e.    Oversee the administration of the Women's Business Program in accordance with Executive Order 12138 and related initiatives; and

f.    Design and maintain automated statistical and other reporting systems including the subcontracting monitoring system (PL 100-656), the Agency Consultant Registry Information System (ACRIS), and the Procurement Information Access System (PIAS).

101.5.1l    GEOGRAPHIC BUREAUS

Shall plan, formulate, implement, manage, and evaluate U.S. economic assistance programs within specific regions:

1)    Bureau for Africa (AFR);

2)    Bureau for Asia and the Near East (ANE);

3)    Bureau for Latin America and the Caribbean (LAC); and

\*    4)    Bureau for Europe and **Eurasia** (**E&E**).

E101.5.1l    Geographic Bureaus - N/A

E101.5.1l(1)  Bureau for Africa (AFR)

a)    Office of the Assistant Administrator (AA/AFR)

Directs and supervises the activities of the Bureau and its overseas organizations.  AA/AFR exercises responsibility for the formulation, approval and authorization of economic assistance programs and projects; presentation of the Bureau's program and budget to Congress; approval and direction of the allocation of resources among AFR Offices and Missions; implementation of AFR programs and projects; and the furtherance of diversity and increased opportunities for Bureau staff and sources contracted by the Bureau.

The Office includes the Assistant Administrator (AA) and three Deputy Assistant Administrators (DAAs) who serve as alter egos to the AA on matters affecting Bureau operations. The senior Deputy has responsibility for managing the Offices of Development Planning (AFR/DP), South**ern** African Affairs (AFR/SA), and Administrative Management (AFR/AMS). The second Deputy provides direct oversight to the Office of West African Affairs (AFR/WA) and the Office of Sustainable Development (AFR/SD). The third Deputy manages the Office of East**ern** African Affairs (AFR/EA).

b)    Administrative Management Staff (AFR/AMS)

Provides advice regarding Bureau structure, administrative processes and resources.  AFR/AMS represents the Bureau in management activities such as personnel assignment, organization management and administrative support.  AFR/AMS develops administrative policies and essential procedures for the Bureau and implements actions regarding personnel; property and space planning and allocation; travel; security; responses to Freedom of Information Act inquiries; and telephone and personnel directories.

c)    Geographic Offices

Serve as the locus of responsibility and coordination for country-related matters, including policy and strategy; project, non-project and food aid development, analysis, monitoring, implementation and review; personnel and budgeting; external relations and information; and donor coordination. The geographic offices manage USAID/W participation in the development process, conduct analyses and review activities for program impact and country performance, and coordinate with other donors.  The geographic

office directors have principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals. The country development staffs within the geographic offices have the lead role in providing coordination and backstopping support for Missions. The staffs coordinate support for country strategic plan development and manage the review and approval process. They also participate in and advise on donor relations and meetings.

1. Office of East**ern** African Affairs (AFR/EA)

Supports programs in Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Somalia, Sudan, Tanzania, and Uganda, as well as the Regional Development Services Office in Nairobi.

2. Office of Southern African Affairs (AFR/SA)

Supports programs in Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia**,** and Zimbabwe.

3. Office of West African Affairs (AFR/WA)

Supports programs in Benin, Burkina Faso, Cameroon, Cape Verde, Cote D'Ivoire, Chad, Gabon, Central African Republic, Congo, Equatorial Guinea, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Sao Tome, Senegal, Sierra Leone, Togo**,** and Zaire.

d) Program Analysis Staffs (AFR/EA/PA, AFR/SA/PA) and the Program Support/Economic Analysis Staff (AFR/WA/PSEA)

1. Manage economic, sectoral and cross-sectoral research and analysis**,** and develop and maintain economic and social databases.

2. Coordinate all project and non-project assistance design activities in the AFR portfolio, ensuring compliance with established policies, essential procedures and regulations as they relate to project design, approval and implementation.

3. Coordinate the preparation of individual country Congressional Presentation submissions; coordinate the annual budget cycle; and monitor country program financial data.

4. Work with AFR/AM**S** and other Bureau offices to meet Mission staffing requirements.

5. AFR/WA/PSEA also has responsibility for backstopping the closeout of seven Missions.

e) Office of Development Planning (AFR/DP)

Provides leadership for Bureau strategy and policy development and oversees development and monitoring of the Development Fund for Africa (DFA) Action Plan. AFR/DP identifies and addresses cross-cutting development issues, manages the allocation and tracking of budget resources, assesses the impact of assistance, coordinates assistance with other donors, and provides guidance on overall program and budgeting strategy and policies.

1. Program Analysis and Budget Division (AFR/DP/PAB)

Manages the Bureau budget processes and coordinates preparation of the Congressional Presentation. Prepares budget responses and reclamas for M Bureau and OMB. The Division monitors and tracks compliance with Congressional interests; coordinates preparation for and follow-up to Congressional hearings and prepares responses to legislative reporting requirements; and tracks and reports on the status of legislation and Congressional views and organizes and participates in briefings for Hill staff.

2. Policy, Outreach, Strategy and Evaluation Division (AFR/DP/POSE)

Develops and monitors implementation of the Africa Bureau strategy, as set forth in the DFA Action Plan. AFR/DP/POSE develops program strategy and policy guidance for the region, adapting Agency policies for Africa. AFR/DP/POSE prepares issue papers and assists the field with strategic concept papers; evaluates program performance and assists Missions in organizing a program assessment system; and participates in country project/non-project reviews and assessments of program impact, coordinating with PPC/CDIE on Agency program evaluation activities. AFR/DP/POSE also acts as the Bureau focal point for outreach activities, managing the Africa Bureau Information Center.

3. Project and Food Policy Division (AFR/DP/PFP)

Manages and performs quality oversight of Bureau policies concerning project design and implementation, as well as food aid policy development. This Division monitors compliance with guidance on project issues and assesses the quality of implementation of delegations of authority. The Division establishes food aid policies and program strategy and prepares Africa-specific guidance. AFR/DP/PFP also negotiates, tracks, monitors, and maintains the Bureau food aid budget.

4. OE Budget and Financial Management Division (AFR/DP/OEFM)

Manages the OE budget allocation and tracking system and prepares OE budget allowances. AFR/DP/OEFM participates in budget responses and reclamas on OE for the M Bureau and OMB.

They also provide financial management services and counsel. AFR/DP/OEFM participates in design and evaluation assessment teams to provide financial management expertise. The Division serves as the Bureau's audit and investigation liaison; oversees participation, response and implementation of audit recommendations; and manages the internal control assessment process and the audit management and resolution program.

f)      Office of Sustainable Development (AFR/SD)

The Office of Sustainable Development is responsible for providing intellectual leadership on African development issues through analysis, program design, technical assistance, advocacy and information dissemination in the areas of economics, productive sector development, information technology, social sciences, democracy/governance, natural resources management and environment, agriculture, population, AIDS, health, education, and crisis mitigation and recovery.  The Office manages a set of strategic objectives designed to help guide overseas operating units in making decisions about program design and implementation; supports, encourages and strengthens the performance of African regional institutions and other international organizations in areas of common interest; leads the Bureau's strategic thinking in technical areas and provides technical expertise to Bureau teams led by other offices; provides the intellectual leadership within the Bureau for analysis and impact evaluations that measure progress toward achieving Agency goals and objectives; and advises AFR/DP on the budget process for allocating resources related to sustainable development for various operating units and programs within the Bureau.

1.      Strategic Analysis Division (AFR/SD/SA)

Manages a portfolio of policy analysis, capacity building, and private sector support activities, helping African countries formulate and implement economic reforms needed to accelerate growth and reduce poverty.  This Division supports networks of policy analysts, policy makers, and business people, and interactions among such networks, in order to liberalize key markets.  AFR/SD/SA applies the Internet and related technologies to promote accelerated, sustainable, and equitable growth.

2.      Agriculture, Natural Resources, and Rural Enterprise Division (AFR/SD/ANRE)

Researches, develops, pilots and/or disseminates new, more effective approaches that USAID Missions, African organizations, and other donors can use to increase their impact in the agriculture, environment, and rural enterprise sectors.  AFR/SD/ANRE encourages and supports regional African networks and institutions to expand agricultural trade and investment, increase food security, and improve environmental and natural resources management.

3.      Human Resources Development Division (AFR/SD/HRD**D**)

Areas of responsibility are child survival, HIV/AIDS, family planning, tropical and infectious diseases, nutrition, and basic and adult education. The Division designs and manages regional initiatives to address African needs and priorities that complement and support bilateral and other regional programs. The Division also conducts policy dialogue with key African institutions and other donors, and works to influence their resource allocation decisions.

4.      Crisis, Mitigation and Recovery Division (AFR/SD/CMR)

Provides assistance in the areas of prevention, preparedness, mitigation, response, and transition in pre-, continuing and post-crisis situations in Africa. In doing so, it identifies and monitors actual and potential crisis situations including their expected and actual impact, and increases the awareness and flow of information within individual operating units, the Bureau in Washington, and the Agency about the implications of crises in Africa.

E101.5.1l(2)  Bureau for Asia and the Near East (ANE)

a)      Office of the Assistant Administrator (AA/ANE)

Directs and supervises activities of the Bureau and its overseas organizations. AA/ANE directs the formulation of U.S. development assistance programs; approves programs and projects; and authorizes the execution of development assistance agreements with Asian and Near East countries and regional organizations. AA/ANE submits an annual budget; assists in presenting the Bureau's program and budget to Congress; and ensures the integration, within the region, of Public Law 480 food aid resources with USAID-financed resources. The Office approves and directs the allocation of available resources among ANE Offices and overseas Missions. AA/ANE oversees the implementation of programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups.

b)      Administrative Management Staff (ANE/AMS)

Provides advice and counsel on matters pertaining to personnel and administrative management. ANE/AMS ensures compliance with policies and essential procedures and serves as employee advocate in the areas of upward mobility, diversity in the workforce and employee relations/benefits; and ensures Bureau compliance in the areas of ethics, financial disclosure, privacy act, etc. ANE/AMS manages Bureau OE and FTEs and coordinates with other administrative elements on matters of mutual concern.

c)      Office of Operations and Resource Allocation (ANE/ORA)

\*       **Serves as the Bureau's central point of program finance, budget, and audit, and for outreach and USAID policy coordination.  ANE/ORA is composed of two core teams:  (1) Resource Allocation and (2) Outreach, Information and Reengineering.  The Resource Allocation Team coordinates the planning, execution, management, and tracking of the ANE Bureau's program budget and serves as the liaison with the OIG on financial and program audits being conducted in the region.  The Outreach, Information and Reengineering Team coordinates the Bureau's outreach strategy and serves as the point of contact and coordinating center for changes in USAID and for reengineering initiatives.**

d)       Office of Strategic and Economic Analysis (ANE/SEA)

\*       Provides **intellectual** leadership **to the Asia and Near East Bureau** in analyzing regional trends, identifying development **priorities and** opportunities, setting regional **and bilateral** development objectives, planning appropriate sustainable development **and transition** interventions, and measuring progress towards the achievement of results.  **ANE/SEA is responsible for analyzing regional development issues, recommending sustainable assistance strategies, and monitoring and evaluating USAID program performance.  It consists of two divisions:  (1) Strategic Planning and Analysis (SPA) and (2) Regional and Special Programs (RSP).  In addition, there is the Results and Performance Monitoring Team (RPM) that leads the development, implementation, and analysis of a strategic program performance assessment system for the Bureau.  Working closely with ANE/SEA/SPA, ANE/SEA/RSP, ANE Geographic Offices, and PPC, RPM provides ANE operating units with technical support for the development of measurable strategic objectives.  The Team also develops procedures for and leads the Bureau's review of strategic plans and Results Reports and Resource Requests (R4s), prepares summaries for the Agency's Annual Performance Report (APR) and Annual Performance Plan (APP), develops and implements Bureau agenda for evaluation research, and assists ANE/ORA in preparing narrative descriptions of program performance and lessons learned for outreach purposes.**

1.       Strategic Planning and Analysis Division (ANE/SEA/SPA)

\*       **Leads the development of ANE's regional and sub-regional strategies and analyses of country and regional trends, focusing on goal areas of economic growth and agriculture, health and population, environment, democracy and governance, human capacity development, and humanitarian assistance.  As core members of the Bureau's strategic objective teams, ANE/SEA/SPA staff provide operating units with analysis and guidance in designing, implementing, and monitoring strategic plans; and take the lead in developing strong coordination with donors, private voluntary organizations, and other partners in the region. They also provide analysis and information for ANE/ORA's outreach,**

**ANE/SEA/ RSP's regional development, and RPM's results reporting activities.**

\*   **2.     Regional and Special Programs Division (ANE/SEA/RSP)**

\*   **Leads the programmatic coordination, management, and performance monitoring of regional and non-presence country programs.  Working closely with ANE/SEA/SPA, ANE Geographic Offices, and Global Bureau Centers, ANE/SEA/RSP supervises the development of strategic plans and R4s for regional initiatives and regional and non-presence programs; provides guidance to ANE/SEA/SPA in developing regional and sub-regional strategies; plans and implements policy analysis and social science research on regional issues; and conducts analyses to determine regional needs and priorities.  ANE/SEA/RSP also manages ANE's Section 632 agreements between the Bureau and other U.S. Government agencies, and oversees ANE's compliance with U.S. Government and Agency environmental policies and regulations.**

e)     **Office of the** Secretariat for the US-Asia Environmental Partnership (ANE/US-AEP)

\*   **A ten year initiative that** represents a coalition of 25 U.S. Government agencies, the governments of more than 30 Asian nations and territories, as well as the U.S. and Asian business and environmental communities. The **mission of the US-AEP is for businesses, governments, and communities to work together to address the serious environmental and efficient energy problems facing Asia.  The ANE/US-AEP program will initially focus on Fellowships and Training, Technology Cooperation, and Environmental and Energy Infrastructure.  It will also manage the input and collaboration between ANE/US-AEP efforts and USAID's central-and mission-funded projects and activities in areas that support the ANE/US-AEP.**

f)     Geographic Offices

\*   Provide liaison and backstopping functions for ANE field Missions.  The geographic offices coordinate and participate in the review, approval, implementation, and assessment of proposed assistance from the standpoint of suitability to the country/area development situation and assistance strategy and compatibility with Agency and Bureau policy.  The Offices also coordinate **the review and follow-up of country program strategy plans (CPSP), Results Review and Resource Request documents (R4), Congressional Presentations (CP), Congressional Notifications (CNs/TNs), and any other field documentation that is presented for Washington review.  The Offices serve as USAID/Washington points of contact with USAID's external audiences and respond to stakeholder inquiries and needs for information.  With respect to bilateral programs, they coordinate**

**USAID participation in multilateral and other donor meetings, particularly the annual Consultative Group meetings.**

The **G**eographic Offices for ANE include the following**:**

1.      Office of East and South Asian Affairs (ANE/ESA)

\*        Provides **effective headquarters** support for USAID programs in **both** East and South Asia. This Office **includes** the Philippines, Cambodia, Indonesia, India, Nepal, Sri Lanka, and Bangladesh. This Office also supports non-**bilateral activities including the Asian Pacific Economic Cooperation Initiative** (APEC), Japanese assistance in Asia, World Bank, Asia Development Bank, and other non-bilateral issues.  In addition, the Desks backstop the following:  Nepal; activities in Maldives; Philippines; activities in **non-presence programs in** Mongolia, Burma, Vietnam, Laos, **the** Regional Support Mission in Thailand and South Pacific; and Bangladesh **and non-presence programs/**activities in Pakistan and Afghanistan.

\*        2.      Office of Middle East Affairs (ANE/MEA)

Provides **effective headquarters** support **to** USAID **activities/**programs in **the Middle East Region.  Within this region,** Egypt, Jordan, Morocco and the West Bank/Gaza Strip **are USAID presence posts with a combination OFDA and ESF-funded programs.  Israel and Jordan are non-presence posts in which USAID continues to** monitor Economic Support Funds (ESF) activities.  **This Office also monitors** residual activities in Algeria, Oman, Tunisia, and Yemen. **In addition to bilateral program activities, the** ANE/MEA participates in **the implementation of other** U.S. government initiatives, **for example,** the Peace Process, **which transcends national boundaries and seeks to achieve results that benefit the region as a whole.**

E101.5.1I(3)  Bureau for Latin America and the Caribbean (LAC)

a)      Office of the Assistant Administrator (AA/LAC)

1.      Directs and supervises the activities of the Bureau and its overseas organizations.  AA/LAC formulates, approves, and authorizes U.S. development assistance programs and projects; presents the LAC Bureau's program and budget to Congress; approves and directs the allocation of resources among LAC Offices and Missions; and implements LAC programs and projects. AA/LAC also promotes diversity and increased opportunities for Bureau staff.

2.      The Office of the Assistant Administrator includes the AA, two Deputy Assistant Administrators (DAAs), and two Administrative Officers.  The DAAs serve as alter egos to the AA on

matters affecting Bureau operations.

a. The SFS DAA manages the following offices/functions: South America and Mexico (excluding the southern cone, including counter narcotics); Central America; the budget and donor coordination functions of the Office of Development Planning and Budget; the projects function of the Office of Strategy and Portfolio Management; the administration of justice function of the Office of Regional Sustainable Development; and the administrative management function.

b. The SES DAA manages the following offices/functions: the Caribbean, the southern cone of South America and Mexico, the strategic planning and donor coordination functions of the Office of Development Planning and Budget, and regional sustainable development strategy implementation for the Office of Regional Sustainable Development.

c. The administrative officers form the administrative management team of the Bureau, which provides advice regarding Bureau structure, administrative processes, management actions, and resources. The team represents the Bureau in management activities such as personnel assignments, organization management, and administrative support. The team develops administrative policies and essential procedures and implements personnel decisions.

b) Office of Development Planning and Budget (LAC/DPB)

Provides leadership, guidance, and advice on overall development program planning, program, and budget requirements, policy formulation, broad management implications, and implementation strategies. The staff is organized into three teams.

1. Budget Team

Manages the Bureau budget processes; coordinates preparation and review of the Congressional Presentation; prepares budget responses and reclamas for the M Bureau and OMB; monitors and tracks compliance with Congressional interests; coordinates preparation for and follow-up to Congressional hearings and prepares responses to legislative reporting requirements; tracks and reports on the status of legislation and Congressional views; and organizes and participates in briefings for Hill staff.

2. Economic Analysis Team

Provides advice on economic trends, policy concerns, and program effectiveness issues in the LAC region; monitors and carries out research on economic trends and policy issues related to the

economic and social development of LAC countries; leads in the development of policy analysis; assists in analyzing country, regional, sectoral, and project level economic impact of proposed strategies and development assistance activities; and provides economic expertise in the review of Bureau, field mission, regional office, and sectoral strategies and development assistance proposals.

3.      Policy and Public Information Team

Formulates policies and priorities for economic assistance programs in the LAC region; provides advice and prepares Bureau responses to planning and policy documents and legislative proposals; ensures consistency of economic assistance programs in the LAC region with Agency and Bureau policies, strategies, and priorities; prepares the regional and sub-regional development strategies; prepares the Congressional presentation overview and Congressional testimony for the AA; and acts as focal point for outreach activities.

c)      Office of Strategy and Portfolio Management (LAC/SPM)

Oversees the design, review, approval, implementation, and central administration of bilateral and regional projects, guarantees, and Title III programs.  LAC/SPM coordinates Bureau and Mission close-out operations; provides leadership and assistance in development strategies, development assistance activities, evaluations, and performance management systems; and provides assistance in analyzing country, regional, sectoral, and project level economic impact of proposed strategies and development assistance activities.  The Office manages the review process for Bureau and Mission strategies, action plans, development assistance activities, and project implementation reviews and participates in the reviews.  LAC/SPM coordinates the program development aspects of the Agency's crisis management efforts in LAC countries.  LAC/SPM provides guidance on and coordination of the Bureau's Women in Development (WID) efforts.  The office consists of three teams.

1.      Project Support Team

Carries out functions for projects managed by USAID/W; manages the review and authorization process for Title III programs; serves as Bureau coordinator for Congressional notifications, procurement planning, internal controls assessment, audit tracking, and Gray Amendment procedures and performance; provides guidance and coordination for Women in Development (WID) efforts; and maintains records of approved project documentation.

2.      South America Finance Team

Exercises functional responsibility (except for project   support) of programs in South America and Mexico.

3.    Caribbean and Central America Finance Team

Exercises functional responsibility (except for project support) of programs in the Caribbean and Central America.

d)    Office of Regional Sustainable Development (LAC/RSD)

Provides technical leadership and liaison, regional expertise, sectoral strategies, and advice in the areas of democracy and participation; broad-based economic growth; the environment; population and health; and human resources and education.  The Office designs, implements, and evaluates regional projects.  The staff is organized into five teams.

1.    Environment Team

Supports technical areas related to environmental protection; conservation of tropical forests; urban and industrial pollution; energy; pest and pesticide management; global climate change; and coastal resource management.  The team implements Regulation 16, an environmental regulatory function; collaborates closely with staff responsible for the broad-based economic growth area in pest management and use; and environmental regulatory policy related to hemispheric free trade objectives, to ensure that production, growth, and income objectives are efficiently pursued.

2.    Broad-Based Economic Growth Team

Supports broad-based economic growth issues including sectoral policy; micro-enterprise and small business; trade, exports and markets; financial markets and privatization; legal and regulatory reform; agriculture and rural development; natural resource management; forestry; and food security.  The team coordinates the technical aspects of food aid programs with BHR; shares responsibility for natural resource management and forestry with the environment team; and collaborates closely on habitat preservation, biological diversity, environmental protection, and pollution control and abatement.

3.    Democracy and Participation Team

Supports rule of law and human rights; civil-military relations; participation and decentralization; governance and accountability; and political processes such as elections support.

4.    Education and Human Resources Team

Supports basic education, female education and training and provides advice and support for training functions.

5.    Population, Health and Nutrition Team

Supports issues related to family planning; child survival; women's health; HIV/AIDS; and sustainability of program impacts.

e)     Geographic Offices

Coordinate country-related matters, including policy and strategy; project, non-project, and food aid development, analysis, monitoring, implementation and review; personnel and budgeting; external relations and information; and donor coordination.  The geographic offices manage USAID/W participation in the development process; conduct analyses and review activities for program impact and country performance; and coordinate with other donors.  The Offices provide coordination and backstopping support for Missions.  The Offices also coordinate support for country strategic plan development and manage the review and approval process.

The **G**eographic **O**ffices for LAC include the following:

1.     Office of South American and Mexican Affairs (LAC/SAM)

Supports programs in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru, Uruguay, and Venezuela.

2.     Office of Caribbean Affairs (LAC/CAR)

Supports programs in Barbados, Belize, Dominican Republic, Guyana, Haiti, and Jamaica.

3.     Office of Central American Affairs (LAC/CEN)

Supports programs in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and Central American Regional Programs.

*E101.5.1l(4) Bureau for Europe and **Eurasia (E&E)**

a)     Office of the Assistant Administrator (AA/**E&E**)

1.     Directs and supervises the activities of the Bureau and its overseas organizations.  AA/**E&E** formulates, approves, and implements economic assistance programs and projects; allocates resources among **E&E** offices; and presents the Bureau's program and budget to Congress and other interested officials.  AA/**E&E** also provides policy control over the Housing Investment Guaranty Programs administered within the region.

2.     The DAA for Project Administration manages the five sector implementation offices:  Economic Restructuring and Privatization, Enterprise Development, Human Resources, Energy Infrastructure and Environment, and Democracy and Governance.

3.     The DAA for Operations and Field Support manages the

Offices of Europe and NIS Country Affairs (the desks), the Program Office, the Project Development Office, the Office of the Controller, and the Office of Management. The DAA is responsible for oversight of field activities and ensures that the field is adequately represented.

\*      b)      **Office of Operations and Management (E&E/OM)**

\*      **Develops, maintains, and supports the Bureau and field Missions in developing procedures, policies, financial, information, and administrative systems that further streamline overall program operations and enhance effective implementation of USAID programs in field missions and in Washington. The Office is composed of two subordinate divisions: the Operations Division (E&E/OM/OD) and the Financial and Information Services Division (E&E/OM/FIS) as well as the Administrative Management Services Team.**

\*      **1.      Administrative Management Services Team**

\*      **Ensures that all management and administrative support services for the E&E Bureau are expeditiously put in place and solidly maintained. The Team provides continuous advice and assistance to the AA/E&E and senior Bureau management in support of Washington and overseas administrative/ management support activities. Working closely with the Management Bureau, the AMS Team manages the (a) human resource assignment and development process, (b) Bureau organizational structure and workforce planning process, (c) logistical support requirements of the Washington office facility and overseas missions, and (d) compliance with government-wide and Agency-wide reporting requirements.**

\*      **2.      Operations Division (E&E/OM/OD)**

\*      **Responsible for broad implementation support for USAID activities, specifically (a) achieving results of strategic objectives through establishment of teams and other reengineering-related aspects of management; (b) assistance with designing activities linked to achievement of intermediate results in the results framework; (c) developing Bureau policy guidance and assisting operating units with graduation planning, program close-out plans, and post-presence approval; (d) developing and disseminating "best practices" of the new reengineered operation systems as they apply to activities; (e) coordination with State Department Coordinators in planning, drafting, processing, and tracking Inter-Agency Transfers (IAAs); and (f) implementing important Agency procurement-related initiatives, e.g., small business, Historically Black Colleges and Universities (HBCUs), and disability programs.**

\*

**3.      Financial and Information Services Division (E&E/OM/FIS)**

\*

**Responsible for a wide range of operational and administrative support functions in the area of finance and information management, including the function of the Bureau Controller. Specific activities of the Division include (a) development and maintenance of critical Bureau financial and information management systems; (b) maintenance of regularly scheduled distribution of a range of reports required by Agency, Bureau, and field staff, including quarterly financial pipeline reports, NIS and SEED reports, and monthly New Management Systems (NMS) procurement status reports; (c) website development and training for operating units; (d) management of Bureau Operating Expenses; (e) audit management for the Bureau, including GAO and OIG; (f) development and maintenance of Bureau information databases; (g) voucher tracking for Bureau-managed activities; (h) management of Bureau deobligations; and (i) coordination assistance in implementation of NMS.  The Chief of this Division also serves as the Bureau's Controller.**

c)      Office of Program Coordination and Strategy  (**E&E**/PCS)

Ensures that assistance programs reflect needs of the countries and the region.  The Office responds to Congressional concerns and directives and ensures that programs reflect foreign policy priorities and USAID policies.  **E&E/PCS** also develops systems and guidance to facilitate the necessary integration of the above considerations into program strategies and budgets and provides donor coordination for the regions of Central and Eastern Europe (CEE) and the New Independent States (NIS) of the former Soviet Union.

1.      Central and Eastern Europe Policy, Strategy, and Program Assessment Division (**E&E**/PCS/CPSA)

Provides advice and guidance in developing country strategic plans, formulating program budgets, donor coordination, and OMB and Congressional Presentations.  The Division analyzes economic issues and trends concerning macroeconomic and financial sector activities and provides input to the formulation of Agency policy guidance with respect to economic analysis and issues. **E&E**/PCS/CPSA conceptualizes graduation criteria and recommends time frame based on current program objectives and also serves as Bureau central coordinator for other donor issues.

2.      New Independent States Policy, Strategy and Program Assessment Division (**E&E**/PCS/NPSA)

Provides advice and guidance in developing country strategic plans, formulating program budgets, donor coordination, and OMB and Congressional Presentations.  **E&E**/PCS/NPSA analyzes

economic issues and trends concerning macroeconomic and financial sector activities; and provides input in the formulation of Agency policy with respect to economic analysis and issues.  The Division conceptualizes graduation criteria and recommends time frame based on current program objectives and also serves as Bureau central coordinator for other donor issues.

    3.      Budget Division (**E&E**/PCS/B)

Directs the Bureau budget processes and establishes program and budget priorities.  The Division ensures that staffing and operating expense requirements are integrated into program proposals; prepares budget proposals and reclama; and explains program and budget to public entities.  **E&E**/PCS/B develops and manages the Bureau budget allocation process and also ensures an adequate allocation of funds for the needs of USAID/W and the field.

**d)**    Office of New Independent States Country Affairs  (**E&E**/NCA)

Prepares program documentation, develops regional program goals and strategies, coordinates preparation of briefing materials, tracks the status of obligations, participates in sector analyses, and operates desks for NIS countries.  Country desks provide liaison and backstopping functions.  Desk responsibilities include:  coordination and participation in the review, approval, implementation and assessment of proposed assistance from the standpoints of suitability, assistance strategy, and compatibility with Agency and Bureau policy; providing country-specific guidance on development, implementation and monitoring of country/regional strategies and action plans; providing guidance on the implementation of sector activities based on strategies and action plans; and monitoring support to the field in developing and pursuing strategies and action plans.  The office is composed of four country desks.

    1.      Russia Desk (**E&E**/NCA/R)

    2.      Central Asian Republics Desk (**E&E**/NCA/CAR):  Supports Kazakhstan, Kyrgystan, Tajikistan, Turkeminstan, and Uzbekistan.

    3.      West NIS Desk (**E&E**/NCA/WN):  Supports Ukraine, Belarus and Moldova.

    4.      Caucasus Desk (**E&E**/NCA/C):  Supports Armenia, Azerbaijan, and Georgia.

**e)**    Office of European Country Affairs (**E&E**/ECA)

Serves as focal point for coordination activities in Eastern and Central Europe.  The Office is composed of two divisions containing the country desks.  The divisions have responsibility for liaison and backstopping functions.  The desks assist USAID Representatives in developing program strategies and project activities, and facilitate the country strategy review and approval process for proposed assistance from the standpoints

of suitability, assistance strategy, and compatibility with Agency and Bureau policy.  The desks also maintain information on the USAID programs in Eastern and Central Europe.  Desk officers for Slovenia, Croatia, Serbia, and Bosnia perform the same duties, but report directly to the **E&E**/ECA director.

1.  Northern Tier Division (**E&E**/ECA/NT)

Supports Poland, Czech Republic, Slovakia, Hungary, Ireland, Lithuania, Latvia, and Estonia.

2.  Southern Tier Division (**E&E**/ECA/ST)

Supports Bulgaria, Romania, Albania, Macedonia, Turkey, and Cyprus.

*  **f**)  Office of **Market Transition (E&E/MT)**

*  **Supports the core Bureau objective of creating functioning market economies in the former socialist states of Eastern Europe and Eurasia.  Specifically, the Office focuses on (a) economic restructuring (privatization/corporate governance, legal and regulatory reform, fiscal reform, accounting reform, capital markets, banking), anti-corruption, and pension reform; (b) private sector investment and development, including the agribusiness sector; and (c) improving international, especially regional, trade on the policy and enterprise levels.  The Office develops and manages technical assistance and credit programs in the above areas and also is responsible for providing technical guidance in the formulation and preparation of country assistance programs and sector assessments and designs.  The Office manages both bilateral and regional funds, involving approximately 350 procurement actions per annum with an annual OYB of approximately $1.5 billion.**

*  **The Office is composed of five divisions, each of which, based on identification of issues and problems, designs and develops programs and projects and implements and evaluates activities that support the Bureau's objectives.**

*  **1.  Investment and Credit Division (E&E/MT/IC)**

*  **Develops and monitors Enterprise Funds and other financing and investment mechanisms to spur the growth of private enterprise with a focus on privatization, accounting reform, corporate governance, and financial sector reform.**

*  **2.  Small Business and Agriculture Division (E&E/MT/SBA)**

*  **Supports the development and growth of micro and small to medium private enterprises through a range of programs**

focused on policy, legal, and regulatory reform; technical assistance to enterprises and associations; credit and equity investment; and local, regional, and international trade linkages.  The Division also promotes agricultural development in the areas of agribusiness marketing, trade and investment, policy reform, agricultural credit and investment, land tenure, and farm privatization.

\* 3.  **Financial Sector and Privatization Division (E&E/MT/FSP)**

\* **Develops sound banking systems and capital markets by promoting the development of sustainable banking infrastructure, establishment of prudent supervision practices, establishment of capital markets infrastructure, and developing sound, market-based financial systems essential for sustained growth in market economies.  Regarding privatization, efforts focus on the continued transfer of state-owned assets to private hands, as well as second-generation issues such as corporate governance.**

\* 4.  **Institutional and Legal Environment Division (E&E/MT/ILE)**

\* **Provides advice and assistance in a variety of areas necessary to create an environment conducive to private sector development, investment, and growth.  Specifically, assistance includes private sector-oriented legal reforms (e.g., business law, competition policy, and bankruptcy law), fiscal reform (e.g., tax policy and administration, intergovernmental finance, treasury functions, budget preparation and execution, and customs policy), accounting reform, pension reform, and anti-corruption.**

\* 5.  **Program Operations Division (E&E/MT/PO)**

\* **Supports the Office's four technical divisions and manages multi-year budgeting and procurement support for all Bureau countries undertaking market transition programs.  The Division develops and assists in the preparation and review of activity designs and provides procurement and implementation support to E&E/MT with regard to budget, financial management, contract support, and administration.  The Division serves as the primary liaison point between**

E&E/MT technical divisions and the Bureau's budget office (E&E/PCS) and procurement office (M/OP/E&E).

\* **g)** **Office of Democracy and Governance (E&E/DG)**

\* **Provides region-wide strategy and policy formulation; project and program design, development, implementation, monitoring, evaluation, and management of activities; and conceptualization and management of E&E post-presence "legacy" activities and conflict prevention and post-conflict reconciliation issues.**

\* 1. Civil Society**/Media** Division (**E&E/DG/CSM**)

**Provides Bureau and mission technical leadership for non-governmental organizations (NGO) strengthening, political process development, and strengthening of independent print and broadcast media. Within the NGO area, DG/CSM directly manages two regional activities: strengthening the E&E country-specific and regional E&E legislative environment as it impacts local NGOs; and enhancing regional communication, cooperation, and networking among NGOs. Within the print and broadcast area, serves as key E&E liaison with the State Department and other international actors on sensitive media policy, strategy, and specific assistance packages. Likewise, in political process and election-related issues, DG/CSM is the Bureau key interlocutor with evolving Department of State policy, strategy and assistance packages.**

\* 2. **Rule of Law Division** (**E&E/DG/ROL**)

\* **Provides Bureau and mission technical leadership for legal reform activities, including those designed to improve the independence of the judiciary, protect human rights, eliminate corruption, reform criminal justice systems, improve parliaments and support post-war reconstruction/peace accord implementation (e.g., Bosnia, Serbia-Kosovo, and other evolving ethnic and war-conflict areas.) With regard to corruption, DG/ROL provides technical leadership encompassing approaches to corruption that include involvement of civil society, reform/development of administrative law and procedures, more transparent regulation, and law enforcement.**

\* 3. **Local Governance and Urban Development Division (E&E/DG/LGUD)**

\* **Provides Bureau and mission technical leadership for local government reform including municipal governance, municipal finance, urban infrastructure, housing policy, and municipal utility reform. DG/LGUD serves as coordinator for urban affairs including activities related to privatization, financial intermediation, decentralization, and environment.**

\*     **h**)     Office of Environment, Energy and **Social Transition (E&E/EEST)**

\*     **Manages activities and provides technical advice and support to field Missions in the areas of environmental protection, natural resource management, energy systems and policies, health reform, humanitarian assistance, human capacity development, labor, and other social sectors.**

> 1.     Environment and Natural Resources Division (**E&E/EEST**/E**N**R)

\*     Develops, implements, manages**,** and monitors programs and projects in environmental policy analysis and reforms; planning, management and investment; pollution prevention; conservation and biodiversity; and public participation in environmental decision-making. The Division provides environmental oversight in **E&E** programs and ensures compliance with U.S. Government environmental regulations and procedures.

\*     2.     Energy and Infrastructure Division (**E&E/EEST**/EI)

> Develops, implements, manages**,** and monitors programs and projects in energy policy and pricing reform, sector restructuring, regulatory reform, energy efficiency and relation environmental control systems, **nuclear safety,** energy production and delivery systems, private sector and NGO energy development, and utilities infrastructure and telecommunications.

\*     3.     **Health Reform and Humanitarian Assistance Division (E&E/EEST/HRHA)**

\*     Develops, implements, **monitors, evaluates, and disseminates information on** programs **designed to (1) support and facilitate health reforms related to health care financing and community-based service delivery, family planning and women's health services, vaccine/pharmaceutical security and emerging/reemerging infectious diseases at the field level, and (2) deliver appropriate humanitarian assistance and strengthen organizational capabilities to anticipate, prevent and manage future crisis, including bridging activities to move from emergency humanitarian assistance to longer term impact programs (e.g., self-help initiatives).**

101.5.1m     BUREAU FOR HUMANITARIAN RESPONSE (BHR)

Shall coordinate USAID's role and administer programs with respect to U.S. agricultural commodities (Food for Peace and food aid); non-governmental voluntary organizations and institutions; international disaster assistance; American Schools and Hospitals Abroad; and crises and transitions with special focus on political change.

E101.5.1m   Bureau for Humanitarian Response (BHR)

1)      Assistant Administrator **for BHR** (AA/BHR)

Directs and supervises Bureau activities and provides policy and technical guidance and direction for activities within BHR's area of responsibility. The AA chairs the Food Aid Consultative Group and serves as a member of the Food Assistance Policy Council.

2)      Administrative Management Staff (BHR/AMS)

Advises on management priorities and provides consultation and advice. The Staff provides administrative/logistical support and related services; reviews internal operations to propose improvements and provides financial planning and allotment of administrative funds; and manages, in coordination with BHR/PPE, the Bureau's financial assets.  BHR/AMS maintains central working personnel files of employees, and files of potential contractors and consultants to meet short-term requirements. BHR/AMS maintains Bureau employment ceilings, and is responsible for the timely preparation of employee work plans, performance reviews and evaluations.  BHR/AMS also provides centralized services to the Bureau, such as travel and procurement allocations and expenditures.

3)      Office of Program, Planning and Evaluation (BHR/PPE)

Formulates Bureau program policies, objectives, and guidelines; reviews assistance programs and projects; allocates program resources; presents the Bureau program and budget to Congress; establishes policies and essential procedures for evaluation of program and project activities; and develops proposed Agency and U.S. government policies, objectives, guidelines and regulations with respect to U.S. foreign disaster assistance, food aid, transition initiatives, private voluntary cooperation, and the American Schools and Hospitals Abroad programs.  BHR/PPE also serves as primary liaison with the **OIG** and GAO.

4)      Office of **U.S.** Foreign Disaster Assistance (BHR/OFDA)

Coordinates and ensures that the needs of disaster victims are met by providing all forms of relief and rehabilitation.  BHR/OFDA provides technical support to the Administrator, who serves as the President's Special Coordinator for International Disaster Assistance.  The Office formulates U.S. foreign disaster assistance policy in coordination with other national and international foreign affairs agencies, DOD, UN agencies, international organizations, private voluntary organizations, and the private sector.  BHR/OFDA funds and procures relief supplies and administrative support for short and long term disaster situations and provides humanitarian relief, rehabilitation, and reconstruction assistance to foreign disaster victims.

   a.      Prevention, Mitigation, Preparedness and Planning Division (BHR/OFDA/PMPP)

Devises, coordinates, and implements program strategies for the application of science and technology to prevention, mitigation, and national and international preparedness for a variety of natural and man-made disaster situations.  This Division also coordinates and implements strategies for training assessments and technological interventions with geographic Bureaus, donor organizations, UN agencies, and PVOs.  BHR/OFDA/PMPP evaluates impact of previous disaster response initiatives/programs and ensures the integration of this information into future planning and response activities.

b.      Disaster Response Division (BHR/OFDA/DRD)

Plans for the level of response needed, and implements and manages U.S. Government disaster relief and rehabilitation programs worldwide. BHR/OFDA/DRD coordinates with BHR and other organizations for the provision of relief supplies and humanitarian assistance.  BHR/OFDA/DRD maintains effective working relationships with geographic Bureaus and overseas organizations to coordinate appropriate short- and long-term responses.

c.      Operations Support Division (BHR/OFDA/OS)

Develops and manages logistical and technical support for disaster response.  The Division identifies sources for and stockpiles relief supplies; identifies and provides for technical services; and arranges for transportation of personnel, supplies, and commodities.  BHR/OFDA/OS initiates the procurement of supplies, equipment, and communication devices to support field activities.

d.      Program Support Division (BHR/OFDA/PS)

Provides operational management support, including general administration, budget/financial services, procurement planning, and contract/grant administration.  This Division supports the OFDA mission by providing centralized control of funds, resources, and procurement to facilitate time-sensitive delivery of relief assistance.

5)      Office of Food for Peace  (BHR/FFP)

Provides leadership, coordination, and operational support for food activities.  BHR/FFP develops U.S. Government policy, formal positions, and funding levels for biennial pledges to the World Food Program (WFP).  BHR/FFP also directs operations related to U.S. food aid and contributions to WFP.

a.      Emergency Relief Division (BHR/FFP/ER) and Developmental Programs Division (BHR/FFP/DP)

Perform uniform functions with different orientations: ER division provides assistance for emergencies, while DP division is involved

with the developmental objectives of Title II and Title III projects. The Divisions implement policies and legislation governing the donation of U.S. agricultural commodities under Titles II and III of P.L. 480, and coordinate with U.S. Department of Agriculture (USDA) regarding allocation of resources under Section 416(b) of the Agricultural Act of 1949, as amended. They administer food aid assistance for emergencies that involve the essentials of the process for regular Title II projects, but are accelerated to meet emergency needs.

b.      Program Operations Division (BHR/FFP/POD)

Prepares the Agency's consolidated P.L. 480 Title II and III budget request and acts as the focal point within BHR for recommending policy regarding availability of commodities and funding for the Title II and III donation programs. The Division provides technical services and serves as liaison regarding food aid program commodities, including issues related to packaging, processing, transportation, fortification, and the eligibility of commodities for U.S. financing.

6)      Office of Private and Voluntary Cooperation (BHR/PVC)

Formulates policy on matters concerning the Agency's relationships with U.S. Private Voluntary Organizations (PVOs) and Cooperative Development Organizations (CDOs), the geographic Bureaus with respect to policy implementation, and Agency organizational units regarding general voluntary assistance. The Office promotes and leads the Agency's relationship with U.S. PVOs and CDOs and provides leadership, direction, management, and coordination of PVO and CDO activities such as child survival, education programs under the Biden-Pell Amendment, the Farmer to Farmer Program, and the Advisory Committee on Voluntary Foreign Aid.

a.      Information and Program Support Division (BHR/PVC/IPS)

Serves as the information center on PVO activities, providing analytical information to improve the design and impact of the Agency's PVO program. The Division promotes and facilitates the exchange of information to improve efficiency of programming approaches that provide for adequate accountability.

b.      Matching Grant Division (BHR/PVC/MG**D**)

Performs project management responsibilities for the centrally-funded PVO programs, beginning with project conception through evaluation and redesign phases, and working in concert with BHR/PPE on the development of project documentation. The Division monitors grantee activities to ensure achievement of grant purposes and conformity to the terms and conditions of grant agreements.

7)    Office of American Schools and Hospitals Abroad (BHR/ASHA)

Develops criteria establishing eligibility requirements and evaluates requests for assistance, ranging from budget deficit support to capital improvements, including the construction of medical and teaching facilities.  BHR/ASHA monitors grants to ensure that purposes are achieved and that grant terms and conditions comply with Agency requirements.

8)    Office of Transition Initiatives (BHR/OTI)

Evaluates prospects for crisis and transition, with special emphasis on change in countries undergoing political, natural, or man-made upheaval. The Office provides for the rapid start-up of programs to assist in demobilization and reintegration of dislocated populations; political institution building; advising of services available from both U.S. and international organizations; and developing plans and support for reconstruction activities.

101.5.1n    OVERSEAS ORGANIZATIONS

USAID shall manage a wide variety of U.S. foreign economic and humanitarian assistance programs in the developing world, Central and Eastern Europe, and the new independent states of the former Soviet Union.

The USAID program and the funding sources that influence it consist of Development Assistance (DA) and Development Fund for Africa (DFA). Programs funded from DA and DFA grant funds are used to provide assistance in a wide variety of technical areas including agriculture, rural development, nutrition, voluntary family planning, health, education, human resource development, energy, environment, science, technology, private sector development, democracy and governance, and counter narcotics programs.

E101.5.1n    Overseas Organizations – N/A

101.5.1n(1)    USAID BILATERAL COUNTRY ORGANIZATIONS

Shall be located within countries receiving U.S. economic assistance. Bilateral country missions shall be established when the U.S economic assistance program is major, continuing and involves multiple types of assistance within several sectors.  Responsibility for establishing and achieving strategic objectives lies within the organization; and essential services such as program development, problem analysis, project design, program/budget documentation, implementation monitoring, financial management and administrative/logistical support are provided internally.

101.5.1n(2)    USAID MULTI-COUNTRY MISSIONS

Shall administer USAID programs and services involving multiple countries or provide regional services to other overseas organizations, for example:

    a)    Regional Economic Development Services Offices (REDSOs),

    b)    Regional Development Offices (RDOs),

    c)    Regional Urban Development Offices (RUDOs), and

    d)    Regional Service Centers (RSCs).

## 101.5.1n(3) DEVELOPMENT ASSISTANCE COORDINATION AND REPRESENTATION OFFICES

Shall maintain liaison with various international development organizations and bilateral donors and represent U.S. and USAID interests in development assistance matters. These Offices may be only partially staffed by USAID personnel and may be headed by employees of other U.S. Government agencies.

## 101.5.1n(4) FIELD OFFICES OF THE INSPECTOR GENERAL

Shall carry out a comprehensive program of audits and investigations. These Offices include:

    a)    Regional Inspector General for Audit offices and

    b)    Investigative Field Offices.

## 101.5.2 OVERALL OPERATIONAL APPROACHES FOR USAID

To meet the challenges of the post-Cold War world, USAID shall employ certain operational methods: support for sustainable and participatory development; an emphasis on partnerships; the use of integrated approaches to promoting development; and performance results orientation.

## E101.5.2 Overall Operational Approaches for USAID - N/A

## 101.5.3 COUNTRY FOCUS

USAID programs shall be administered in three types of countries:

a)    Countries where USAID provides an integrated package of assistance--sustainable development countries. Assistance is based on an integrated strategy that includes clearly defined program objectives and performance targets.

b)    Countries where USAID presence is limited, but where aid to non-governmental sectors is necessary to facilitate the emergence of a civic

society, help alleviate repression, meet basic humanitarian needs, enhance food security, or influence a problem with regional or global implications.

c) Countries that have recently experienced a national crisis, a significant political transition, or a natural disaster and/or where timely assistance is needed to reinforce institutions and national order-- transitional countries.

E101.5.3 Country Focus - N/A

101.5.4 AGENCY STRATEGIES

USAID shall support programs in four areas that are fundamental to sustainable development: population and health, economic growth, environment, and democracy. USAID also provides emergency humanitarian assistance and disaster relief.

E101.5.4 Agency Strategies - N/A

101.5.4a POPULATION AND HEALTH

USAID shall contribute to a global effort to stabilize world population growth and support women's reproductive rights. USAID resources are directed to voluntary family planning systems, reproductive health care, needs of adolescents and young adults, infant and child health, and education for girls and women.

E101.5.4a Population and Health - N/A

101.5.4b ECONOMIC GROWTH

USAID shall promote broad-based economic growth by addressing the factors that enhance the capacity for growth and by working to remove the obstacles that stand in the way of individual opportunity. Programs concentrate on strengthening market economies, expanding economic opportunities for the less-advantaged in developing countries, and building human skills and capacities to facilitate broad-based participation.

E101.5.4b Economic Growth - N/A

101.5.4c ENVIRONMENT

USAID environmental programs shall support two strategic goals: reducing long-term threats to the global environment and promoting sustainable economic growth locally, nationally and regionally, by addressing environmental, economic and developmental practices that impede development and are unsustainable.

E101.5.4c Environment - N/A

101.5.4d DEMOCRACY

USAID's objective is the transition to, and the consolidation of, democratic regimes throughout the world.  Programs focus on human rights abuses; misconceptions about democracy and free-market capitalism; lack of experience with democratic institutions; the absence or weakness of intermediary organizations; nonexistent, ineffectual or undemocratic political parties; disenfranchisement of women, indigenous peoples, and minorities; absence or failure to implement national charter documents; tainted elections; and the inability to resolve conflicts peacefully.

E101.5.4d    Democracy - N/A

101.5.4e    HUMANITARIAN ASSISTANCE AND DISASTER RELIEF

USAID provides humanitarian assistance that saves lives, reduces suffering, helps victims return to self-sufficiency, and reinforces democracy.  Programs focus on disaster prevention, preparedness, and mitigation; timely delivery of disaster relief and short-term rehabilitation supplies and services; preservation of basic institutions of civil governance during crisis and support for democratic institutions during periods of transition; and building and reinforcing local capacity to anticipate and deal with disasters and their aftermath.

E101.5.4e    Humanitarian Assistance and Disaster Relief - N/A

101.5.5    MEASURING RESULTS

Results are measured by determining how USAID activities achieve discrete, agreed-upon objectives.  Individual programs are structured and implemented to be consistent with the interests and values of the American people; to produce measurable, positive effects; to address the actual needs of the local people as they themselves define them; to build indigenous capacities and permanently enhance the capacity of the society to improve quality of life; to involve and empower the people who are supposed to benefit; to avoid duplication and incorporate lessons learned; and to create economic opportunities for different groups.  By applying these standards, USAID ensures that its development programs help the U.S. respond to the strategic threat of failed development.

E101.5.5    Measuring Results - N/A

101.6    Supplementary Reference - N/A

101.7    Mandatory Reference - N/A

# Glossary Terms for 101

customer
Those host country individuals, especially the socially and economically disadvantaged, who are beneficiaries of USAID assistance and whose participation is essential to achieving sustainable development results. (Chapters 101, 102)

participation
The active engagement of partners and customers in sharing ideas, committing time and resources, making decisions, and taking action to bring about a desired development objective. (Chapters 101, 201, 202, 203)

partner
An organization or customer representative with which/whom USAID works cooperatively to achieve mutually agreed upon objectives and intermediate results, and to secure customer participation.  Partners include: private voluntary organizations, indigenous and other international non-government organizations, universities, other USG agencies, U.N. and other multilateral organizations, professional and business associations, private businesses (as for example under the U.S.-Asia Environmental Partnership), and host country governments at all levels.
(Chapters 101, 201, 202, 203)

partnership
An association between USAID, its partners and customers based on mutual respect, complementary strengths, and shared commitment to achieve mutually agreed upon objectives. (Chapters 101, 102, 201, 202, 203)

sustainable development
Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions which are transparent, accountable, responsive and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation and commerce. (Chapter 101)